



PARKS AND RECREATION MASTER PLAN UPDATE

APPENDIX

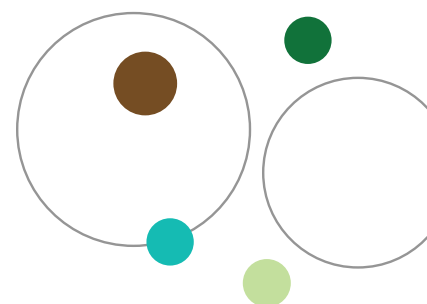


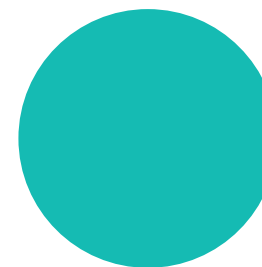
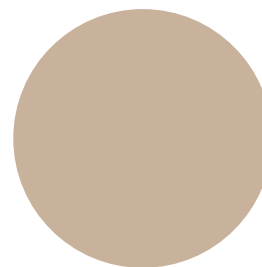
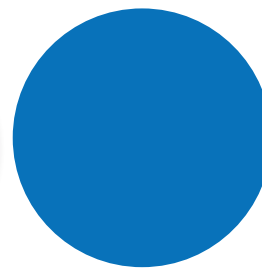
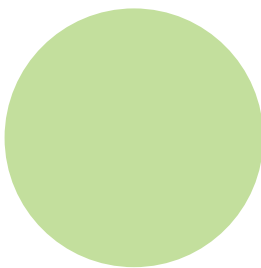


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JUNE 14, 2011

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1.0

LEADERSHIP INTERVIEW RESULTS AND NOTES



LEADERSHIP INTERVIEW RESULTS

Conducted on:

February 8-9, 2010

| Question | Response |
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| 1) Please describe your general impression of the parks and recreation system in Glendale. | <p>My general impression is that we have a very good system that tries to meet the needs of just about everyone in the community. It's a well-run system, and I think it's an attractor to the City.</p> <p>From what I see I think that we have decently maintained, and adequate parks for the 250,000 people that we serve. I feel that the south side does not have the facilities that the north side has, although we are developing that at 83rd and Bethany.</p> <p>I feel like the allocation of funding has neglected the south end of the City in favor of items built between Union Hills and Utopia for what I consider to be the most financially adept neighborhoods.</p> <p>The multi-generational center on 56th Ave./Union Hills – I could use something like that in the Cactus District.</p> <p>As for as the parks themselves, I think the original distribution of parks was originally done in an orderly manner.</p> <p>I am concerned with what our budget will do in the current times. I am more concerned with funding than with anything else.</p> <p>Overall I am very favorable to the parks and recreation system. It provides many opportunities to constituents. I will agree with the comment about geographic disparity – more funding is focused up north than south and west.</p> <p>It's probably the best in the Valley and in the region too. What the staff of our Department does in these difficult times with their creative solutions is amazing.</p> |

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| | <p>Good. We have really an excellent Parks and Recreation Department. It doesn't mean that we can't make it better. Overall, I think we have really good parks, and I know in visiting with visitors and residents that our parks are well appreciated. I think it is attributed largely to our great leadership in the Department.</p> <p>Well above average. The maintenance is good, although it could always be improved, but they don't always have all the resources they need.</p> <p>It's a Mercedes Benz – we exceed adequate by a long stretch. We've come a long way in the last decade. We have pretty much every kind of park that people would want.</p> <p>They're great. I think we have one of the best park systems around.</p> <ol style="list-style-type: none"> 1. Active parks – I don't have a lot of personal sense of these facilities now as I did in the past, but my impression is that they are well maintained and there are probably not enough based upon demand. 2. Passive parks – Quite good, but we need to continue to maintain them financially to keep them in good condition and as assets of the community. <p>We have so many different amenities and variety of opportunities. They have also improved so much in the last few years, including becoming forward looking.</p> <p>The park system is one of those public amenities that people tend to take for granted.</p> <p>There are a few things missing I'd like to see – Basketball court at Sahauro Ranch for example, ramadas in certain parks.</p> |
| <p>2) Which Glendale Parks and Recreation Department parks and/or facilities do you feel are (a) most frequently visited by residents, and (b) most frequently visited by visitors from outside the city?</p> <p>Why?</p> | <p>Regional parks – Sahuaro, Thunderbird</p> <p>We have a lot of teams and leagues that find our ball fields very attractive.</p> <p>Available, affordable, accessible, lack of competitive amenities in nearby cities</p> |

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| | <p>Multi-generational center on 56th Ave/Union Hills, foothills skateboard park. Sahuaro Ranch, Grand Canal Linear Park has become a favorite hiking destination (but we don't have enough parking spaces), Western Area Park, Foothills, Thunderbird, Adult Center.</p> <p>Murphy Park is very popular, Rose Lane is also very popular. The parks that are heavily used by our residents are probably used by non-residents.</p> <p>These facilities provide a diversity of experiences, and they are all on a major thoroughfare.</p> <p>Our baseball fields are heavily used.</p> <p>New aquatics center; I really like the diversity of our facilities, and the way they are dispersed.</p> <p>Sahuaro Ranch Park has gotten a lot of attention from folks outside of the city. The Glendale Youth Sports Fields are also high profile adjacent to the University of Phoenix Stadium.</p> <p>The maintenance of our parks and facilities is a huge attraction to people that live outside the city.</p> <p>Sports facilities, regional parks, dog parks, adult center, recreational aquatic center up north is great, people really like the skateboard park</p> <p>Western Area Park, Rose Lane Park, Sahuaro Ranch, Thunderbird Park</p> <p>Neighborhood parks, Murphy Park</p> <p>Non-residents - Sahauro Ranch, Thunderbird park, regional parks, skateparks, sports fields</p> <p>Neighborhood parks Sahuaro Ranch Foothills Skate Park Foothills Aquatic / Rec Center Rose Lane and O'Neill aquatic centers Adult Center Thunderbird Western Area Park</p> |
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| | <p>Non-residents: Sahuaro Ranch Foothills Skate Park Foothills Aquatic / Rec Center Youth sports fields / centers Adult Center Thunderbird Murphy Park – open space and festivals Western Area Park</p> <p>These parks are popular because of their location, because they're unique, the adult center because our facility is much more accommodating than many of the other facilities in the area. Our amenities are very good.</p> <p>Bike and skate parks Rose Lane – families for the aquatics Sunnyside Park – always families out there playing Thunderbird – very popular for hikers</p> <p>Park usage is dictated seasonally – aquatics in the summer, league seasons.</p> <p>I've seen a few neighborhood parks where there is not a lot of amenities (i.e. Heritage Park), but the need in the community we hear so much about is bigger fields and such.</p> <p>Aquatic centers are heavily frequented by non-residents. Same with Sahuaro Ranch.</p> <p>Our parks are clean and well maintained which is an attraction for non-resident usage. As well as our pricing.</p> |
| <p>3) What are the general perceptions of Glendale Parks and Recreation Department and its operations by community members?</p> | <p>I think a lot of people really love the park and recreation system in Glendale. They are a big part of why people want to live or work here.</p> <p>Great. I think that our facilities are valued by our community. They are well loved and well used. People comment on general cleanliness of our parks and commitment to redevelopment of older parks.</p> <p>The things we can advertise to bring people into our community are:</p> <ol style="list-style-type: none"> 1. 3 higher educational institutions 2. Great parks (92) <p>Great attractions</p> |

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| | <p>Highly respected. Very seldom do I hear any complaints with how parks are run, or how they look, or how people are treated.</p> <p>I don't know if anyone really knows the true costs, but they appreciate what they get. The community needs to have a good sense of value of the parks and recreation services</p> <p>Worse complaint I get is about code compliance.</p> <p>Recreation aquatic center and skate park are very popular.</p> <p>Good – I don't hear much one way or the other.</p> <p>Foothills dog park – I hear issues about this facility. It's too small, it's the highly used amenity in a densely packed community. It should be on the list for older park renovations.</p> <p>Little leaguers complain about the Foothills sports fields and their condition.</p> <p>The community is very proud of national agency accreditation rating and standing of the parks and recreation system. They view the system as a real asset in the City. We always get requests for new parks or amenities.</p> <p>They are wonderful to everyone until there's something that someone needs, or there's an issue. Overall, I think the community feels it's a great parks and recreation system. I too get requests for new and different amenities in existing parks.</p> |
| <p>4) How do you feel the facilities and services at Glendale Parks and Recreation Department are meeting public park and recreation needs?</p> | <p>I think there are areas of need to be addressed – Rose Lane Aquatic Center is a good example – if we built similar facilities, they would be heavily used.</p> <p>I think a lot of citizens may not know what's available to them in the community.</p> <p>Parks and Recreation Department is minimally meeting public needs in certain geographic areas of the city. Our park system is falling behind, due to current economic climate in providing an adequate ration of open space to the population.</p> |

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| | <p>The lower economic segments are not as well served as the higher socioeconomic classes of the City. We need to address the growing senior population. We may need to develop additional adult centers.</p> <p>I think we've exceeded expectations. Our residents are very comfortable with the services that are provided. I take that as a measure that people are very happy.</p> <p>We've been very good at meeting the needs of age segments, and ethnic groups. I do think we are going to need more in the future to address the needs of younger populations.</p> <p>We would have loved to host a regional baseball event, but our sports fields are not up to the standard to do that.</p> <p>Foothills ball fields – some complaints about condition of the fields.</p> <p>Sahauro Ranch – people playing intramural sports complaining about the conditions of the fields.</p> <p>Foothills Dog Park in Cholla district.</p> <p>I think we have adequate parks, but we need to focus on improving what we have.</p> <p>More ball fields and soccer fields.</p> <p>I do not think we are leaving needs on the table. You are always going to have special interests in a community that may not be appropriate for us to address.</p> <p>There are people who want us to expand the adult center, but the timing is not very good for expansion of facilities right now.</p> <p>I think needs are being fulfilled. I think we hear more about people's wants.</p> <p>I feel like the programs and facilities really meet a broad spectrum of needs in the community. The Adult Center is a great example of facilities that are targeted to meet the needs of a big portion of our community.</p> |
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| | <p>Given the demand and the population explosion over the last 10 years, I think we are meeting the needs fairly well. It's important to make sure we don't cater to a short-term trend that may fade in just a few years.</p> <p>I think we are meeting demand as well as we can. I think people who have demands beyond what we serve typically have an agenda and a special interest.</p> <p>Because the center of town is a developed area, our parks tend to be smaller and there are not as many than those in other areas of the City.</p> |
| 5) What improvements would you recommend to better meet the community's park and recreation needs? | <p>Community education and awareness of what is available - Educate the community on what it takes to maintain a high quality park and recreation system.</p> <p>Pocket park system. Especially where we have the densest concentration of people. Neighborhood parks are good for weekend use, but if I'm a mom and I have kids that I have to try to supervise in the afternoons during the week, I need a park close enough that its safe for them to go to. Why don't we buy a few foreclosed houses in the right area and turn the lot into pocket parks? Either that, or we develop a safe route system for our kids to access parks.</p> <p>Continuation of redevelopment of older parks. Community gardens? – where seniors have to pair up with youth....</p> <p>Library and Western Area Park. We have tremendous growth in the western area. We need more open space. Acquisition of more land for future development, especially in areas of current and future dense population concentrations. Other than the linear parks and the Western Area Park, we have no amenities to service the western area.</p> <p>Constantly look at business practices. We are likely going to see more people using our parks and recreation services from outside the city. We need to maintain high quality to manage any increased impacts to the system. Our business practices need to be ready to adjust to this.</p> |

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| | <p>We evolve based upon our recreation and programs. We are going to have to start to see new forms of recreation and programs to meet the evolving needs of each segment of our community.</p> <p>There is always a segment of the population that you can't get to use our parks. We assume everyone uses neighborhood parks, but that's not the case.</p> <p>We have a small park near where I live that gets a lot of use.</p> <p>Finish renovations and upgrades of our older parks.</p> <p>"You don't have to move to live in a nicer neighborhood."</p> <p>Foothills dog park</p> <p>This is not a time to start building new things. We need to make what we have more usable.</p> <p>We need an overall sense in the community that our parks are there to serve our residents first. Non-residents should pay more.</p> <p>We need to maintain what we have. Our current parks should be top notch before we start building new parks.</p> |
| <p>6) Why do you believe some residents or visitors may not use Glendale parks and recreation facilities and/or programs more often than they do?</p> | <p>Security and safety. I think the diversity of the community contributes to people sometimes feeling threatened in the parks.</p> <p>Some residents have enough disposable income to provide their children and themselves with private facilities, such as gyms, dance & ballet, music lessons.</p> <p>Some residents are not computer literate and simply don't know or can't find information about what is offered.</p> <p>Some residents don't know or can't find information about what is offered. Some residents can't take the time to go to the park areas and these areas are too far away for children to access safely.</p> <p>It depends on where you live in Glendale. If you live in the right areas of town, there are a lot of options for you. A lot of the private facilities/services are our biggest competitors.</p> |

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| | <p>I think we do a good job letting everyone know about our amenities. In a lot of ways Glendale has become known as destination, and our residents know what's here. I think we can improve the communication to people outside the community.</p> <p>People are busy and may not have time for parks.</p> <p>So many outside influences that co-opt our time and interest.</p> <p>People don't have time right now. Other than that I think we do the best we can to encourage park usage.</p> <p>Some people just don't have an interest it.</p> <p>Time scarcity is a big issue.</p> <p>What do they want to do...they may have hobbies that they do at home or in other places.</p> <p>Age dependent</p> <p>Competition for people's time and interests</p> <p>Safety / security</p> <p>Butler was a real issue, but I'm glad we are improving that park</p> <p>Conflicts of wanting parks in their neighborhoods, but having to design parks so they don't negatively impact the homes around them.</p> |
| <p>7) What are the strengths of Glendale Parks and Recreation Department that should be built upon as part of this master plan update?</p> | <p>The programming and services of the Department are excellent.</p> <p>Maintenance of the park facilities.</p> <p>The people. We have a lot of great people. We need to be listening to the folks on the front line.</p> <ol style="list-style-type: none"> 1. Facilities are wonderful 2. Tremendous programs <p>Commitment to review the master plan on a regular and timely basis.</p> <p>The management. It's great to have steady practices, and innovation. They've are known as a stable area in the City organization.</p> |

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| | <p>Leadership of our staff</p> <p>Institutional knowledge, and balanced approaches</p> <p>Innovations, do not duplicate serviced</p> <p>Do more with less</p> <p>Distribution of equitable services</p> <p>Centers that serve all ages</p> <p>P&R Commission is a great tool.</p> <p>Variety of programming and being in-tune with changing interests and trends.</p> <p>I like the environmental approach of the Department.</p> <p>The creativity and enthusiasm of the staff.</p> <p>Attitude</p> <p>Community Inventory Study with ASU – we’ve really gotten into knowing what our parks and recreation system needs to be.</p> <p>Willing to listen to the public</p> <p>Staying proactive with our planning our innovations</p> <p>Fulfillment in our community that they are heard and served</p> <p>The quality of our staff is amazing – they are dedicated and caring. We have awesome employees in parks and recreation.</p> <p>We have a great culture in the parks and recreation department.</p> |
| <p>8) What are the challenges of Glendale Parks and Recreation Department that should be addressed in this master plan update?</p> | <p>Financial resources</p> <p>I think we need to look at some of the ways in which we attract people to the parks. People need to pay their fair share when they overuse facilities - leagues, large groups, etc.</p> <p>Expansion to make sure we adequately serve the growing community.</p> |

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| | <p>Identify adequate finding and resources to support our current operations, as well as to expand.</p> <p>Parks and Recreation is considered “fluff” and not core service to the community.</p> <p>Reinvigorate the focus on economic distressed areas of the community.</p> <p>Our teen community. Teens today are not always brought up with the values of community service. I think the Parks and Recreation Department has a role to serve in helping with this.</p> <p>They do so much with the resources they have. It’s a constant push to keep things fresh and creative, without burning people out. It’s not just chasing the dollar</p> <p>Budget – working with less</p> <p>Investigating new areas of funding</p> <p>Operations and maintenance, taking care of what you have, focus on improvements to existing parks and facilities before we go out and acquire new open space or build new facilities</p> <p>Generating some revenues from the things we provide to non-residents.</p> <p>The number of facilities is very large. The budget challenges we are facing now are not just temporary. - There is a gap between revenue and expenses. Revenues are not going to spring back to match expenses.</p> <p>We are going to need to make cuts in our system to address these issues. What do we have and how can we best manage them. Staffing is a huge issue, and we will likely have to adjust this.</p> <p>Money, budget</p> <p>Can’t satisfy everyone – need to careful.</p> <p>Addressing safety and security</p> <p>Scheduling is a critical thing that is done well, but we need to work on how we communicate what we’re doing and why</p> |
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| | <p>Maintaining what we have – clean and well maintained sites and amenities. Clean, attractive and usable. i.e. the restrooms at Sahuaro Ranch.</p> |
| <p>9) How do you feel the Glendale Parks and Recreation Department contributes to the local economy. If yes, how?</p> <p>Could this be improved? If yes, then how?</p> | <p>It's a draw for people to bring a business here.</p> <p>It's also a draw for people to live here.</p> <p>Educating the public on the value of parks and recreation in the community is very important. Get feedback from Economic Development on why businesses relocate to Glendale. Parks and Recreation is part of decision-making process.</p> <p>Yes, through attraction of visitors to parks that have retail experiences in close proximity to their location. Need to review philosophy of subsidization. It does have a place in providing recreational experiences to economically disadvantaged populations. Those who can afford it should pay full costs for use. Those in poor areas will never be able to afford paying the full cost and must be subsidized. The P & R system operates in a highly competitive environment. It needs to focus on those experiences that are not heavily provided by private sector.</p> <p>From our economic model, we focus in how our city looks and how it functions. How they maintain the parks, and the quality of those services contributes to the value of the community.</p> <p>I put more pressure on them for revenue generation.</p> <p>Murphy Park downtown contributes to the local economy through events, etc.</p> <p>Quality of life – property values, aesthetics, etc.</p> <p>One of the reasons Advance Health Care built a new facility located next to Desert Rose Park because of its adjacent proximity to the park.</p> <p>Not really.</p> <p>Exceptions include Sahuaro Ranch Park, and other sport field complexes may stimulate economic activity.</p> <p>Foothills Rec Ctr pays 75% of its own expenses.</p> |

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| | <p>Quality of life – value of neighborhoods, but it doesn't help me solve the budget problem.</p> <p>Incidental equipment sales to support usage and league play</p> <p>Fees paid to the city</p> <p>Our parks and recreation services and amenities are a big attraction to the City for business and residents.</p> <p>Maybe a couple of large signature events could help with this.</p> |
| <p>10) What could Glendale Parks and Recreation Department do to improve visitation and user-ship?</p> <p>Specific facilities/parks?</p> | <p>Work with Economic Development and Realtors on parks and recreation services.</p> <p>Advertising. Consider local bus system. Vehicle wraps depicting specific park locations and amenities. Tie advertising campaign to federal government call for children to exercise or play for 60 minutes.</p> <p>They do a great job of telling their story. It's the ability to have a great story in bad times, in these times, that will really let us shine.</p> <p>We need to accentuate and focus on having a layer of protection.</p> <p>Our partners (possible professional sports teams) may be able to open doors for us in improving the creativity behind how we do what we do. We need to maintain and improve the value, while also looking at the subsidy.</p> <p>Do we want to improve visitation and usership?</p> <p>Parks can be marketed to large user groups – tournaments. This, of course, would likely concern some residents.</p> |
| <p>11) What could Glendale Parks and Recreation Department do to improve revenue generation?</p> <p>Specific facilities/services?</p> | <p>I think this is going to be a challenge. I'm wondering if why a low use few parks/facilities that we can explore "selling" and using the funds to re-invest in the system.</p> <p>Look at usage levels of parks and facilities.</p> |

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| | <p>We need to address how park needs are going to evolve in areas where we are deliberately increasing density.</p> <p>Consider branding equipment sold by retailers, such as "Glendale approved" and receive a portion of the purchase.</p> <p>I don't want to see us pursue revenue generation in a highly competitive industry or area. I would rather see us seek innovative solutions and new areas of revenues that are interesting and appropriate.</p> <p>I think our cost recovery is very good. I try to make sure the public, the press, and the policy makers understand there is not a direct dollar-for-dollar comparison of the value the Parks & Recreation Dept. provides to the community.</p> <p>If you have a decent parks and recreation program, it creates a new level of diversity and vitality in the City.</p> <p>People don't mind paying for quality. I would like to know more about how people will accept varying fees to help us pay for these services and facilities.</p> <p>If you take a look at the total business model, it's the indirect revenue impacts that are the greatest selling points for parks and recreation. Let's link the value of parks and recreation with property values, crime, education, and many other intangible or indirect effects of parks and recreation on the community.</p> <p>A financial model has to be based on the fact that people don't mind paying for value. We are a destination tourism market. Many times based upon their experience while visiting, people decide to live here. I think there those who lose their perspective in the total package of the community.</p> <p>Generating some revenues from the things we provide to non-residents – fee-based entry to dog parks, or skate board parks?</p> <p>Parks can be marketed to large user groups – tournaments.</p> <p>Decrease expenses.</p> |
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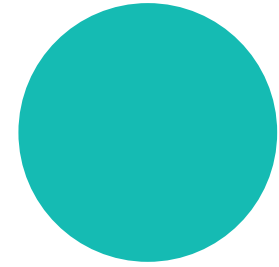
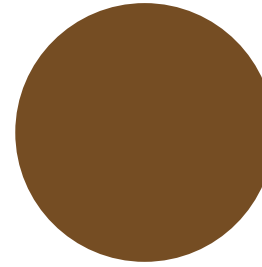
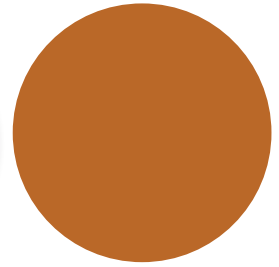
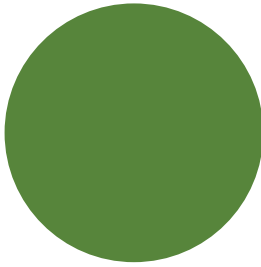
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| | <p>Consider a usage-based model....pay based upon level of usage. You could even give everyone a certain amount of usage at no charge....beyond that, you pay.</p> <p>Naming rights and private contributions – this would need local approval.</p> <p>Privatization</p> <p>Possible increases in user fees would be appropriate in certain areas.</p> <p>Enterprise system?</p> <p>I don't always view parks as a revenue generating service</p> |
| <p>12) Do you feel the local community would support increasing user fees or new user fees to cover capital and operating costs associated with park and facility improvements? Services?</p> | <p>I think people would be much more comfortable with user fees for non-residents. For specialty programs could charge - higher usage fees.</p> <p>Yes, if they want the same level of service that they have always enjoyed in today's economy.</p> <p>I think right now the message has been convoluted because of the times. When you raise taxes or fees for a reason, sometimes it gets lost in the shuffle. We just need to make sure were properly communicate the reason and value behind our current and potential future fees.</p> <p>Adult center fees seem low. In general focus on evaluating fees and adjusting.</p> <p>People feel they already are paying for these services through property taxes. It will be an extremely unpopular thing to approach increasing taxes. This is something that would require a tremendous amount of discussion.</p> <p>Increasing fees, however...we may have more flexibility with this. Sometimes if we discourage use by non-residents by higher fees we may actually benefit from less usage, such as less impact on maintenance</p> <p>I believe that non-residents should pay more. Fees in general may be too low.</p> <p>I think we've always been very nice, but our current times force us to be more realistic.</p> |

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| | I think most folks feel like they receive good value for the fees that they pay. |
| <p>13) What financial resources do you feel are most appropriate for funding Glendale Parks and Recreation for:</p> <p>a. Services (i.e. programs)</p> <p>b. Renovations/Improvements</p> <p>c. New Parks and Facilities</p> | <p>a. General fund, user fees where appropriate, CDBG, Foundation support</p> <p>b. Capital funding, bonding, Foundation support, capital campaigns, partnering where appropriate</p> <p>c. Development community, Foundation, City CIP, bonding, private sector partnering</p> <p>Partnering for operational support as well, such as health care.</p> <p>a. General fund, user fees, What we are doing now</p> <p>b. General fund, bonds, impact fees</p> <p>c. Impact fees, bonding – I think we should have a moratorium on new stuff</p> <p>HOA issues are really starting to attack impact fees. We need to keep an eye on this.</p> <p>What does 1 cent property tax increase bring to city?</p> <p>Could it be earmarked for one use?</p> <p>Level of priority – b,a,c</p> <p>a. Fees</p> <p>b. City general fund, CIP, tax revenues</p> <p>This is a 10 year focus, not an immediate priority</p> |
| <p>14) What do you believe should be the Glendale Parks and Recreation Department priorities for its operations and services in the next 5 – 10 years?</p> | <p>Evaluating how we are providing services and measure what we do.</p> <p>Costs control</p> <p>Finding new ways to pay for things</p> <p>Education / awareness of the value of parks and recreation and the opportunities available</p> <p>Preparing us for future partnering</p> <p>We should be banking some land for future development or open space, especially in west Glendale.</p> |

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| | <p>Western Area Park and Library completion</p> <p>Continuation of redevelopment of older parks</p> <p>Land banking</p> <p>Improved regional connectivity</p> <p>More land acquisition</p> <p>Another multi-generational center in the South</p> <p>What is that people expect?</p> <p>What things are they not going to expect?</p> <p>GoPeds, Skateparks, etc....what other opportunities are out there? Will these fade?</p> <p>Aquatic centers...will they remain popular?</p> <p>Consistently and creatively tell your story.</p> <p>Improving what we have over time.</p> <p>Maintain and upgrade our sites and facilities.</p> <p>Trends for what's important to people</p> <p>Partnering where possible to ease the burden of making things happen</p> <p>SHADE</p> <p>Manage our budget proactively</p> <p>Probably not going to be building new parks</p> <p>Affordable amenities that have a high impact</p> <p>Park redevelopment</p> <p>Prioritizing future projects when more funds are available</p> <p>Replacement and upgrading amenities and assets to keep them nice</p> <p>Adopt a park</p> <p>Manage everything we already have at current or</p> |
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| | <p>higher levels, with fewer resources.</p> <p>Realistic recommendations</p> <p>Maintain quality levels of service</p> <p>Safety</p> <p>Keep up morale as resources dwindle</p> <p>Manage usage of the parks and facilities</p> <p>Tough decisions about whether or not we can afford to keep things open.</p> <p>Maintaining what we have</p> <p>Planning for the future in an appropriate time frame – planning for reliable growth</p> <p>Accessibility</p> <p>Community fulfillment from their investment in parks</p> <p>How can we get people to use our parks more</p> <p>Education / Communication</p> |
| 15) Additional comments | <p>I value our P & R Department as do our residents. Need to remember that it is a part of the quality of life of our community and an attraction tool for not only population growth, but business growth and retention.</p> <p>I fought for the improvements at Thunderbird Park because it's a regional park.</p> <p>Review of amenities at parks.</p> <p>How do you identify or charge non-residents for usage?</p> <p>We need more park patrols.</p> <p>In some areas the fees for programs may be prohibitive to participation.</p> <p>Enough funding to support the development of the 2nd floor of the Adult Center.</p> <p>Advertising and communications is critically important.</p> |

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| | <p>We need a campaign to bolster community involvement for things that make Glendale great.</p> <p>Our people make us different from a lot of the communities in the area. There is a higher level of trust between community leadership and the people.</p> <p>A few years ago we had a chip on our shoulder, that I think now has turned into a quiet confidence that is well respected in the region.</p> <p>Staff is very responsive to community issues and needs to improve facilities and services.</p> <p>We have a great parks and recreation system with great employees, it's a just a matter of what are the best uses of the limited funds we have available.</p> <p>Dog park expansion in Cholla district needed.</p> <p>Mayor's Youth Advisory Commission is a good group to talk to about needs.</p> <p>Some of our parks don't have sufficient parking and support amenities.</p> <p>We get a lot of volunteers that help us do things as a testament to how the community feels about our parks and recreation.</p> |
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2.0

PARKS AND RECREATION ADVISORY COMMISSION MEETING NOTES



City of Glendale Parks & Recreation Master Plan Update

Project No. 091001

MEETING NOTES

FROM: Jeff Kratzke and Randall Kopff

RE: **PARKS & RECREATION MASTER PLAN UPDATE**
Parks and Recreation Advisory Commission Meeting

DATE: Monday February 8th, 2009 - 7:00pm to 8:45pm

OA PROJECT #2009-2283

LOCATION: City of Glendale Conference Room B-3

Introduction/ Key Goals, Objectives and Project Process:

- Rod Passmore, Commission Chair, opened the meeting and then handed the podium over to Becky Benna, City of Glendale. Becky proceeded to give a brief introduction of the project and introduced Jeff Kratzke of Olsson Associates.
- Jeff explained the structure of the consultant team, including specific roles and project process. Through the use of a visual presentation, Jeff then described the key goals of the project to be:
 - Focus on care and maintenance of existing park and recreation amenities and facilities
 - Provide high quality equitable services and amenities throughout the community
 - Plan and prioritize current and future park and recreation needs
- The key objectives for the master plan update were then identified and explained as follows:
 - Identify current and future community priorities and needs
 - Update maintenance, safety and care standards for existing and new amenities and facilities
 - Identify potential new revenue and funding sources, and partnerships
 - Identify operational efficiencies for existing parks, facilities and program services
 - Establish capital and operating cost estimates and potential funding sources
 - Identify potential land acquisition and easement opportunities to preserve open space
 - Ensure open space and trail systems are accessible and continuous throughout the community
- It was stated that the consultant team is prepared to accomplish the previously stated goals and objectives through the following methods:
 - Conduct and complete statistically valid survey
 - Conduct and support city staff in conducting public input processes
 - Identification of department's core services
 - Benchmark Glendale park and recreation service/staffing levels to other mutually agreed to organizations and provide recommendations
 - Recommendations of best practices and standards for parks and recreation services open space and trails, parks and facilities
 - Review existing draft of the open space and trails master plan and provide trail and open spaces guidelines
 - Review of current maintenance standards and costs associates to meet those standards
 - Recommend 10-Year CIP and estimated O & M expenses related to CIP

- Recommendations for funding alternatives and methods to sustain the updated plan
 - Update Pricing Plan and Fee Philosophy
 - Mapping and providing finalized Comprehensive Plan
- Following a description of the project schedule and current progress update, Jeff handed the meeting over to Brian Trusty, PROS Consulting, who facilitated an open discussion with the commission designed to help in the development of the community survey questionnaire.

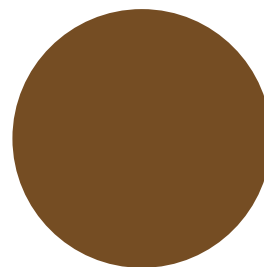
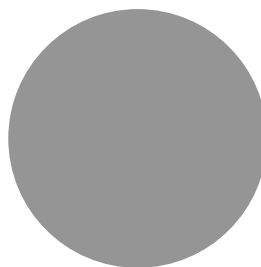
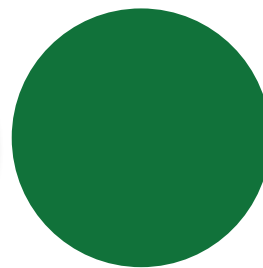
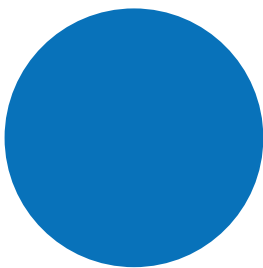
Discussion

The questions asked and topics discussed were as follows:

- Which Glendale Parks and Recreation Dept. parks and/or facilities do you feel are (a) most frequently visited by residents, and (b) most frequently visited by visitors from outside the city?
- *Thunderbird Conservation Park (R,NR)*
 - *Foothills Aquatic Center / Rec. Center (R)*
 - *Sahuaro Ranch (R,NR)*
 - *Western Regional Facility (R,NR)*
 - *Thunderbird Paseo / Skunk Creek (R,nr)*
 - *Bonsall North and South (R)*
 - *Neighborhood Parks (R)*
 - *Murphy Park – events and festivals (R,NR)*
 - *Golf Courses (R,NR)*
 - *Adults Center (R)*
 - *Historical Parks (R,NR)*
 - *Manistee Ranch (R)*
 - *Paseo Racquet Center (R,NR)*
 - *Glendale Youth Sports Complex (R,NR)*
 - *Glendale Community Center – 54th and Ocotillo (R)*
 - *Muni pools – Iron Wood, Rose Lane (R)*
 - *Skate Park (Foothills and X Court) (R,NR)*
- What are the general perceptions of Glendale Parks and Recreation Department and its operations by community members?
- *Very positive*
 - *Rarely hear criticisms, held very highly in the community*
 - *I hear that our parks are well maintained, well kept*
 - *People are gravitating today towards parks that have trails and outdoor activities*
 - *People from outside the City have a favorable opinion of Glendale parks – better maintenance standards*
 - *Non-resident notoriety of our parks goes beyond our immediate neighbors*
 - *There is a general perception that our parks are a step above*
 - *There is a lot going on that is both unique and popular*
 - *Attendance at events (90K/year) speaks for itself*
- How do you feel the facilities and services at Glendale Parks and Recreation Department are meeting public park and recreation needs?
- *Our skate parks are popular for after school activities for youth*
 - *Needs of all age segments are well met*
 - *Opportunities are available and accessible*
 - *Glendale does well in offering a wide variety of recreational activities, as well as non-recreational activities*
 - *I have recently been amazed at the opportunities available for families with toddlers and small children*
 - *I would like Senior Softball Tournament events attracted to the City*

- What improvements would you recommend to better meet the community's park and recreation needs?
 - *Southern part of the City – getting more attention for purposes of engaging the community*
 - *Educating / awareness in the community*
 - *Hear feedback from youth that skate parks and soccer fields may not be as close as preferred*
 - *Need restroom facilities (63rd and Northern, Thunderbird)*
 - *Southwest leg of the City may need future parks because of growth*
 - *May need some engaging and positive programs in the "Southern Sliver"*
 - *May need to explore how we educate folks who are outside the "know" about what is available*
 - *Maybe Glendale is in a position to capture some of the voids that are developing in nearby cities*
 - *Partnering in the community to expand our reach*
- Why do you believe some residents or visitors may not use Glendale parks and recreation facilities and/or programs more often than they do?
 - *Parental preferences*
 - *Availability of shade, misting systems (in the summer in particular)*
 - *Lack of information*
 - *Safety / security*
 - *Maybe supervision is needed in some places*
- What are the strengths of Glendale Parks and Recreation Department that should be built upon as part of this master plan update?
 - *Programs and how they're organized*
 - *Events and large programs are great*
 - *Variety*
 - *Sahuaro Ranch is an example of a signature facility that we should be proud of*
 - *There is great mobility of residents to various parks*
 - *Cleanliness and up-keep of facilities*
 - *Maintaining key people and leadership in the Department*
- What are the challenges of Glendale Parks and Recreation Department that should be addressed in this master plan update?
 - *Budget*
 - *Human resources*
 - *Alternative funding opportunities*
 - *Understanding the impact on our facilities from nearby park closures*
 - *Availability of grants*
 - *Exploring the best role for a parks foundation*
 - *What is our definition of open space, and what will be our priorities in this area*
- How do you feel the Glendale Parks and Recreation Department contributes to the local economy?
 - *Bringing out of town visitors to town through events and programs*
 - *Glendale is a destination and parks/recreation is a big part of that*
 - *Health and fitness*
 - *Business appeal / quality of life*
 - *Crime prevention*
 - *Explore impact of parks on property values*
 - *Provide value for prospective home buyers*
- What could Glendale Parks and Recreation Department do to improve visitation and user-ship?
 - *Advertising (internet pop-up)*
 - *Marketing / education / promotion / communication*
 - *Grass roots approach*
 - *Partnership more with schools, churches, community entities*

- What could Glendale Parks and Recreation Department do to improve revenue generation?
 - *Foundation support / Friends group*
 - *Corporate functions / diversified usage*
 - *After hour revenues*
 - *Presence at major events going on in the City (expos, etc.)*
 - *Signage (promotional)*
 - *Honor box entry fees (where appropriate)*
 - *Explore things like naming rights, sponsorships, and advertising*
- Do you feel the local community would support increasing user fees or new user fees to cover capital and operating costs associated with park and facility improvements? Services?
 - *People seem to be indicating they are supportive of working to help keep facilities open and in high quality*
 - *Communities are really involved and engaged in our parks*
- What financial resources do you feel are most appropriate for funding Glendale Parks and Recreation for:
 - *Services (ie, Programs) – participation fees, grants,*
 - *Renovations/Improvements – grants, bonds, participation fees, contingency fund, general funds*
 - *New Parks and Facilities – Developers, grants, partnerships (private and public), bonds*
- What do you believe should be the Glendale Parks and Recreation Department priorities for its operations and services in the next 5 – 10 years?
 - *Keeping the quality of our parks and programs*
 - *Weeding out the parks/facilities that are not performing as they should or as they were intended (maybe even developing a process to try to improve their performance first)*
 - *More indoor facilities*
 - *Improving our older parks*
 - *Staying in touch with new trends and innovations*
 - *The Dept is on the right track, and work to build a more supportive culture in the community – more pride in ownership*
 - *Increasing community participation*



3.0

FOCUS GROUP INTERVIEWS

Parks and Recreation Department
Master Plan Update
Focus Group/Interview Questions Summary
June 2010

1. What are your general perceptions of Glendale Parks and Recreation and its operations?

- Competitors in the field of recreational services
- NBC Series – “Parks and Recreation”
- No real working knowledge in the municipal field of parks and recreation
- Parks and recreation is special events and activities
- The city, as a whole, is on the rise and it is fast becoming a city worthy of the world-stage. In fact, the recent development of the Westgate City Center, University of Phoenix Stadium, and the Grand Canal Linear Trail has made the area a destination point.
- Thunderbird Conservation Park is the primary park that the Club uses. Charlie Hixson is very knowledgeable and helpful to their interests. The Club has always been grateful for the partnership with Glendale Parks and the Club was happy to see that the budget issues that the City is wrestling with didn't close the Department or their favorite park.
- Glendale Parks and Recreation is a well run organization that creates recreational opportunities for a wide variety of residents and interests. The various dog parks are a wonderful service for residents to run their dogs and socialize owners and pets.
- The Skunk Creek and Thunderbird Paseo Trail systems are amazing and the numbers of people who use them is huge.
- While the Foothills Recreation Center may be a wonderful facility, but with the economic turn-down that we are currently in the participation fees are too high. Private clubs now have lower rates without contracts and more personalized service.
- Well rounded activities for the community
- Parks offer hiking, picnicking, casual and structured games space, and programs designed to enhance community life.
- Facility spaces managed by the GP&R provide activities for body, mind, and soul and have been an ongoing source of business development for entrepreneurs and new business start-up.
- Concerned about pool closures and effect it will have on lessons.
- Rental rates have precluded service clubs like the Lions Club from having some events at city facilities.
- Would like to work with the city on fund raising events, help meet needs of citizens.
- SRP a great park.
- Foothills facility, park, and skate park are great facilities.
- Reaches certain community
- Does a great job with sports but costs too much for some
- Parks are more important than ever due to economy- provide free entertainment for families
- Concerns about activity in parks when they are closed- crime, graffiti, etc.

- It's fun and cool
- Stuff to do
- Keeps from being bored
- Safe place to be
- Out of trouble and heat
- Have not dealt much with Parks and Recreation
- Have borrowed tables and chairs
- Variety of programs for all ages.
- Enjoys guest speakers/presentations (especially legal aid) at GAC.
- Variety of programs for all ages.
- Enjoys playing bridge at GAC.
- Uses the hiking trails.
- Likes the variety of pools, ball fields, etc.
- Professional services delivered by competent staff delivering valuable programs.
- Adaptive programming is lacking; needs more resources & program expansion.
- Plenty of facilities.
- Very well maintained facilities; parks clean, kept up, etc.
- Park amenities being used, playgrounds, etc.
- Well maintained.
- Very professional.
- Well organized.
- Positive partnerships.
- The Glendale Parks and Recreation Department offers Midwestern students more services and options than Midwestern has available to them.
- Excellent!! It is so nice to have the parks and services. Honeywell has many—many groups that use the Foothills Recreation Center and it is a superb facility. We've used the baseball fields at various parks, had company picnics at Sahuaro Ranch Park in the Ramada's and love it all!!! It's a plus to have these parks and services in our community.
- Awesome & love the variety
- Availability to all ages
- Everything is on the north side of Glendale, need special interest class offerings in SW Glendale
- Parks are well maintained – wish more people would pick up after their dogs- perhaps more signage would work; appreciates the addition of more doggy pick-up bags at Hillcrest Park.
- Well-maintained parks
- Offers a lot of classes
- Like the Adult Center & FRAC
- Like the adult softball program
- Offer top-notch parks
- Parks are lacking signage- unaware of names of the parks in their neighborhood
- Parks are well used, especially Sierra Verde Park
- In the Cactus district there are few HOA parks, more green space is needed in the area

- Have enjoyed taking SIC classes
- Fire Station at 67th & Deer Valley needs landscaping addressed
- Racquetball courts at 63rd & Peoria always have the lights on and no one uses them
- Overall positive perception
- Desperately trying to meet changing needs
- Are we spreading to thin as a result of this effort?
- How do we find and take care of this?
- We need more communication on design of new features will result in less frustration
- Need to consider functionality, operating costs, grounds maintenance, gray areas
- Special Interest Classes
- Consistent Programs
- Losing children due to moving from area
- Girls use FRAC, -first class; wide range of options available
- New facilities good, but are parks farther south safe?
- Impressed with the programs provided and the opportunity to be involved with some.
- GA assisted with or provided funding for GlendOberfest, Citrus Zestival, Eggstravaganza, and Holiday at the Ranch.
- These are ~~–~~“worthwhile” events for GA to be involved with.
- GA also sponsors baseball and swim teams.
- The events provided are ~~–~~“good, family oriented” events.
- Citizens seem to enjoy the events. The events have a ~~–~~“hometown feel.”
- Some members said that they were not aware that some of the events they attend or help with are conducted by Parks & Recreation. They do not always focus on the presenter.
- Parks are great
- Knows about seasonal brochure
- Suggested contacting home schooled groups
- They feel we are doing a good job.
- Members said they appreciate how well events are planned and that we seem interested in the outcome.
- The Historical Society (HS) thinks we are serving the community’s needs with what we offer.
- I really think they are doing a great job. Times are lean but they are striving to get a bang out of our buck.
- My perceptions are to be able to go to the park whenever I want and to use the facilities such as the dog parks, the Ramada's, the fields, the walkways, and to have clean restrooms and to also have park rangers available at all times
- You do a great job. We go to Foothills Recreation & Aquatics Center. Receives the newsletter (brochure).
- Commend you. Had a party at Sahuaro Ranch Park and it was a hit. Had an incident and parks took care of it.
- We frequent Foothills Recreation & Aquatics Center and the adult center. Great facilities and a great service. A shame that a number of residents don’t know about these facilities.
- Enjoy Skunk Creek - commend you for all the maintenance and keeping the parks nice.
- That at this time with what is going on with economic concerns they are doing very well and with new ways of doing the work it should remain a sound operation.
- Support from staff

- Issues with double booking facilities
- Lack of resources for the number of parks to maintain
- Lack of consistency between the city facilities and the youth sports complex
- The City of Glendale has also shown tremendous leadership in the West Valley; particularly with the aggressive development of the sports and entertainment area, as well as recreation facilities
- Quality programs
- Leagues and Sports
- Softball sponsorships
- Very professional, customer service oriented, efficient, well run.
- My impression of Glendale and the Parks and Recreation Department is cute, lots of trees, shade, inviting, lovely place to walk, quite and love the down town area.
- It is understood that Glendale is a key player in the future of the rivers transportation trail system.
- Friends of the West Valley Recreation Corridor are advocates non-motorized multi-modal corridors and feel strongly that Glendale facilities provide regional opportunities for connecting residential areas, parks, schools, recreation and commerce within and around the project site.
- Parks & Recreation (P&R) is an essential and vital service to residents and visitors.
- The variety of activities, events, and opportunities are unique to Glendale and the Valley.
- P&R contributes to the quality of life for our residents.
- P&R has a true economic impact with visitors. You draw folks in and they spend money!
- Events and programs get positive media coverage.

2. What do you value most about the parks and recreation services that are offered by the City of Glendale?

- The most valued parks are Thunderbird Conservation Park, Skunk Creek and Thunderbird Paseo Linear Parks, and the high number of users shows the popularity.
- They enjoy the accessibility to the facilities (parking lots and trails)
- The Adult Center is also a wonderful facility that has more reasonable rates than does FRAC.
- The Thunderbird Paseo Linear Park and Sahuaro Ranch restrooms are much appreciated and are much nicer with the recent renovations.
- There could be more drinking water along the trails.
- Facility space access for health and wellness; hiking on park trails; biking on and off road.
- The trail system in Glendale will have biggest influence to the County Parks trail system. Valley Forward – Pedestrian Highway shows a future trail that will connect the future New River Trail to Northern Avenue alignment, west to White Tank Park. This future trail will provide a valuable link between the City of Glendale trail system and the county-wide trail system.
- Free use of facilities
- Everyone in P&R always wants to help and wants what's best for kids
- Linear Parks and Trails
- Neighborhood Parks

- Sports
- Glendale Community Center
- Swimming
- Parks
- Being in contact with kids
- Participated in events with the community
- Likes having open spaces to go to that are safe & close by.
- Appreciates the facilities like GAC.
- Likes the animals at SRP
- GAC & its programming.
- Serves many residents.
- Sports & activities for all ages.
- Collaborative programs.
- Wide range of activities, variety of programs, & the all ages being served.
- Ease of utilizing & accessibility of facilities.
- Appreciates the community involvement that the department promotes.
- Keeps at risk demographics occupied with positive programs.
- Programs for all ages (youth, senior, adults).
- Variety of programming.
- Deanna does a great job at GCC.
- The value of the services to the Midwestern students. .
- That they exist. I walk several times a week at Sahuaro Ranch Park and it is just awesome to see how it is utilized for not only individual families and children, but by sports teams for our young children to learn to play and the meaning of teamwork.
- Gym at FRAC
- Sports Leagues
- Classes
- Diverse Opportunities
- Green space in urban areas
- Dedication to maintenance of parks
- Parks –“Create Community”
- Individuality of the Parks
- Comfortable & Safe Parks
- Clean environment of Adult Center
- Teaching kitchen at FRAC
- Graffiti is quickly taken care of
- Going beyond what other cities offer
- The Thunderbird Paseo Trail/Bike Trail
- Classes
- Festivals (Citrus Zestival)

- Northern Horizon Park, especially that there is a separate area for the smaller dogs
- Adult Center is a great facility
- Sahuaro Ranch Park
- Foothills Recreation Center/very good multipurpose facility – love it!
- Thunderbird Conservation Park
- Accessibility and communication
- Shades, amenities, such as drinking fountain, well-kept
- Does not live in Glendale
- Diverse range of classes and programs
- Staff is passionate about what they do
- Members said that they are “glad” that the parks are there.
- Members appreciate the “small” or neighborhood parks, which they can walk to.
- The parks “help keep kids off of the streets.”
 - Members mentioned how busy the Union Hills skate park is.
- Many parks seem to be busy. People know about them.
- GA likes to be involved with P&R events because the events are well-publicized and attended. GA looks for recognition through the events they sponsor or assist with.
- Special interest Classes
- Members had words of praise for the relationship with the staff at the Sahuaro Ranch Park Historic Area (SRPHA).
 - They feel it is the best staffing relationship they’ve had in 30 years!
- HS feels safe at the Ranch and know there is always someone there to help them.
- Parks & Recreation (P&R) staff help the HS resolve problems.
- I am satisfied with the multitude of activities that are being offered to the residents of Glendale. The need to cut back is city wide, giving each area a balance, which is fair to all citizens.
- I value the ability to be able to go to the park anytime I want. I love the playgrounds for when I have my grandchildren. I love the dog parks, I love the fields to be able to play and watch games. I love the fact that I can have reserve a Ramada to have parties. I also love just driving by the parks and seeing all the people in them, I feel that the parks make the City a much more pleasant place to be.
- That they are well kept and maintained and that they provide many types of equipment for all ages. The many different types of programs that are provided, for all age groups.
- Great value for the money, especially at the senior center.
- Agreed (to above statement).
- Thank you for the great price on the Foothills Recreation & Aquatics Center memberships.
- Lots of great things to do.
- Enjoy Skunk Creek and Thunderbird Paseo trails.
- Foothills Recreation & Aquatics Center – Boot camp Classes
- Thunderbird Conservation Park
- Fairness in the field allocation process
- Park and trail facilities in the Agua Fria River, near the outlet of the New River, are consistent with the Aqua Fria Watercourse Master Plan and are vital part of the puzzle to the Agua Fria trail system. The development of the trail system encourages growth, economic development, and desirable development.
- Neighborhood parks
- Sahuaro Ranch Park
- Impressed with how customer service carries over into all aspects of the department and at all levels.

- Always has a positive experience when working with staff from the front line service worker to a coordinator.
- Friendly staff, helpful
- The level of customer service in the department is important to residents and not as highly valued these days in other organizations/businesses.
- The trail system. MAG is keen on developing the West Valley Rivers Corridor and connecting other trail systems.
- The larger scale, family friendly oriented events.
- The larger events provide a new potential audience from around the valley and state.
- I value the parks in general specifically Sahuaro Ranch Park and the Thunderbird Conservation Trail. Very appealing to those looking for a ~~staycation~~ staycation.”
- Leisure travelers love the outdoors and parks are all about the outdoors.
- P&R is a highly valued tourism product.

3. Which services or facilities/parks do you, your family/group/organization currently use?

- Thunderbird Paseo Linear Park trails, Sahuaro Ranch historic area,
- Foothills Recreation Center,
- Adult Center,
- Murphy Park concerts and festivals,
- Saturday Farmer’s Market & Arts/Crafts
- The decline in the economy is most certainly the most pressing issue. Budget cuts have left us with very few resources to build upon.
- The recent boom in residential development impacted our community by infringing on valued open space.
- Political support is also an issue. With the recent budget cuts there is a need for stronger advocacy for parks, recreation, and trails. Strong political advocates can most certainly influence public-policy and resource allocation decisions within political, economic, and social circles.
- A need to connect regionally with other departments to create stronger collaborations. Recent development in the East Valley has created duplication in services, thus creating unnecessary competition between multiple agencies.
- Need to get more children involved in grassroots nature programs. The County could partner with Cities to provide nature programs in the county parks.
- Facilities and parks in NW Glendale area
- The greatest challenge for the GP&R is providing a wide swath of services to, and for, a city that is so spread and so diverse.
- Lions Park was owned by the Lions Club and they deeded it to the city. Used to have many events there: rodeo across the street in the 1950s, carnival in late 70s, early 80s
- Thunderbird Conservation Park
- SRP Historic Area – Conducted some festivals there in the past.
- FRAC
- Students heavily use Foothills Skate Park

- Coached youth sports
- Summer Program for youth
- Teen Program at GCC
- Parks
- Paseo softball complex
- Rose Lane Aquatic Center
- GAC.
- SRP.
- FRAC. GAC.
- SRP.
- Thunderbird Conservation Park.
- Golf Courses.
- SRP.
- WARP.
- Chicken Park.
- SRP.
- GAC.
- Murphy Park for Special Events.
- Enjoys the variety of parks & open spaces.
- Thunderbird Park.
- Skunk Creek Park.
- Arrowhead Lakes Park.
- Enjoys the variety of parks & open spaces.
- GAC-noon meal program partner.
- GCC-noon meal program partner.
- GCC activity program partner as well. Really appreciates the fitness improvements due to the recent equipment donation.
- Foothills Recreation and Aquatics Center and Ballfields
- Foothills Recreation Center, the park across from the Honeywell facility at 59th Ave. & Union Hills (don't know the name), and Sahuaro Ranch Park.
- Like the opportunities to use the facilities for outreach programs (FRAC, Adult Center)
- Murphy Park
- Else McCarthy Sensory Garden
- Adult Center
- Paseo Racquet Center
- Sahuaro Ranch Park
- Like the opportunities they have to be able to partner for their art displays
- Murphy Park for Chocolate Affaire
- Historic Bus tours stop and tour SRP
- Foothills Recreation and Aquatics Center for karate practice (reserved)
- Sahuaro Ranch Park

- School sites
- Glendale Ambassadors attend the events they assist with.
- These events are usually at Murphy or Sahuaro Ranch parks.
- They regularly use Sahuaro Ranch Park for picnics for members.
- The lawn area in front of the Glendale Civic Center
- HS currently uses SRPHA and Manistee Ranch for offices/programs.
- Glendale Aquatic Center, adult center at times.
- I used the Ramada at Sahuaro Ranch Park, had a fabulous time. I plan on using the dog parks since I just got a puppy. I use the playground when I have children with me. I would like to get more involved with other activities.
- Foothills Recreation & Aquatics Center, Glendale Adult Center, Skunk Creek.
- Have friends that swear by Foothills dog park.
- Thunderbird Park
- Youth Summer activities, Foothills 360° program. Good assortment of things to do.
- Aquatics.
- Lunch program at the adult center.
- At this time there are just my wife and I, so we don't use the parks for family use, but we do have some group activities we attend. My lodge held a family cookout at park at 83rd Ave and Bethany Home a few weeks back for members and their families. The facilities were in great condition.
- Foothills Recreation and Aquatic Center
- WARP
- Sahuaro Ranch Park Picnic Pavilion – Community Steak Fry (Kiwanis)
- The most highly promoted areas for us are:
 - Sahuaro Ranch Park Historic Area (SRPHA)
 - Thunderbird Conservation Trails
 - Trails System in general
 - Elsie McCarthy Sensory Garden
- We focus on marketable and attractive destinations
- Re-Locators are very interested in the Adult Center

4. Are there any services or facilities/parks not currently available that you would they like to see offered?

- There could be better signage or asphalt trail painted markings to show primary route for bicycles in both Linear Parks. One such confusing area is near Thunderbird Road & 59th Avenue. Some trails could use a redesign where there are 90 degree turns.
- The city doesn't offer any type of radio controlled area for electric planes, cars or boats and we have a large retirement population and wonderful weather to do them in.
- Making people more aware of what facilities are available to them. We are connecting people to nature, but few people actually know what agency actually
- Maintains the facility or they are unaware of other options within the region. Making ourselves known is very important.
- Not knowing all the services provided, are there horse trails, maintained by the city, or a working ranch facility?
- Does the GP&R maintain its own competitive and non-competitive leagues, or only rent out the use of facility space for such endeavors?

- Are there native and cultural interpretive centers which might increase volunteerism and visitors to the city's historic sites?
- Are there camps or camp programs offered at local non-city designated facilities such as schools, church gyms, or such?
- Centers usage. Have come a long way in the last ten years.
- Concerned that P&R is not offering enough swim lessons, especially with additional pool closures.
- Swimming at Glendale Community Center
- More ~~youth camp~~ "activities."
- Disc Golf at possibly Thunderbird Park.
- Dog park farther north in Glendale.
- Adaptive program expansion.
- Programs more evenly distributed throughout COG's boundaries.
- More facilities ~~up~~ north".
- No, the only thing that was a concern was the lack of fitness opportunities at GCC which has been addressed.
- I would like to see the Foothills Recreation Center allow for a group membership greater than 20, so we don't have to submit so many lists. A large company like Honeywell, who is in the city and pays taxes, should be permitted to have one big general listing and have the ability to add members throughout the year under some corporate number. It should not matter whether the people live in Glendale—they and their families work here. You could increase memberships at Foothills by changing the rule about the number of non-residents on group lists.
- More exercise stations/toys for dogs at small dog park at Foothills
- Aquatics Center at Western Area Regional Park
- More exercise stations in parks
- More of a variety of arts classes for adults
- More pottery wheels so that larger classes can be offered (currently only 4 persons can be in a class)
- Ceramics kiln should not be in the middle of an air conditioned room
- Move art room at the Adult Center to where the existing computer room is- better lighting
- Invest in more art supplies and better equipment for art classes
- More green space in older neighborhoods
- Would like to see restroom facilities at Murphy Park.
- Enhanced lighting
- Video surveillance in parking lot
- Emergency call box
- Water in more locations
- More swimming pools
- Parks and Recreation already offers a wide variety of programs (from youth sports to events) which are reasonably priced.
- Members said that nothing stood out to them as lacking or missing.
- Members were sad to hear about the elimination of events. They feel the events brought people to the park and it was a great way for those attending to learn about the HS.

- They wanted to know if there is any likelihood events would come back in the future?
- I think things are well balanced for me.
- Maybe I could get information mailed to me about all the facilities so I could be more informed.
- More low impact aerobics available at times for people that work.
- Free weights at Foothills Recreation & Aquatics Center.
- Not at the present time. I think we all need to work at keeping the level of service you now provide.
- Lack of facilities
- Rouge organizations
- Lack of turf or indoor fields
- More weekend programming for kids
- Possibly enter into commercial partnerships like having a Starbucks at a center.
- I hear only positive feedback
- Cannot think of anything
- I hear from picnic users, hikers, people using a day pass at the fitness center – All good!

5. What could Glendale Parks and Recreation Department do to improve revenue generation or reduce costs?

- Fee based programs could have rates increased.
- Use the City Water Bill to advertise programs
- DON'T REDUCE MARKETING DOLLARS
- Continue to increase web-based marketing.
- Accept donations in containers along trails (but then they realized that security of those boxes would be impossible)
- Allow more vendors in our parks and get a percent of their revenue.
- Continue to pursue partnerships.
- Water and ice concession.
- Continue to charge residents less than out of city folks.
- Partnerships with your organization
- We need to make sure we understand the needs and expectations of the users. Use marketing techniques more wisely and more effectively. Seek out and discover hidden partnerships. Cabellas for example. Cabellas provides nature and outdoor classes that are taught by County staff. Free marketing.
- Increase partnership opportunities with neighboring cities.
- See above – There are a number of entrepreneurial uses of city facilities. Extreme Fitness for example at the Foothills center is an added fee based program for individuals seeking to get and stay in good physical shape; basketball camp organizers rent the facility for seasonal camps; community members go outside GP&R facilities (schools, churches, etc) for league play in various sports.
- Where outdoor league play such as softball is concerned, parks appear to be in full swing – if league play is at full capacity, the city is not charging enough for facility use, a fee increase feasibility study would be prudent. Increase vendor permits on or at city facilities would also increase revenues. Allowing select vendors, peanut sales, ice cream carts, crepe makers, etc (think Parisian city park vendors) where people gather socially or for interaction would increase revenue (Permit sales plus percentage of sales). Allowing a limited number of permits and one-of-a-kind permits would allow for oversight control and locality management. Consider establishing such programs with non-profit

organizations where the GP&R works in conjunction with youth development programs such as Boys and Girls Club, Future Business Leaders of America, etc.

- Cost reduction could be accomplished by aligning with service organizations such as Boy Scouts/Girl Scouts and other service groups to maintain parks as part of service programs. As well, partnering with schools where service is required for graduation. Developing an organized service program, website, tracking and communication tool, and scholarship program will increase access to volunteerism within the GP&R.
- GP&R runs a number of high risk facilities (Pools). High risk facilities come with high overhead costs. Consider renting those facilities out to businesses or NPOs who have the resources to manage the facilities, pay the insurances required, and generate income for their organization. Again, this would be NPOs focused on youth development. The City would be able to charge back for maintenance, training, oversight of the facilities.
- Assuming a cost/income analysis has been completed on such facility access and usage. If they are profitable, the above consideration would only be valid if profit margins are slight.
- Park facilities are often used by small groups for parties, celebrations, etc. Consider offering party/group packages (through an outside vendor). Birthday party groups (for example) may use the park facilities (tables, gazebos, etc) for free, or may 'rent event space and services'. In a rent service scenario, the rental fee would result in a park service's visit, special 'gift from the city', access to other service providers (hot dog vendor, ice cream cart, blow-up bouncies, etc.).
- Work in partnerships – the Lions Club is interested.
- Possible use of dog park at 63rd and Northern for dog show.
- Partner with sports groups (ie: Little League, Pop Warner, etc) to take ownership of facilities. Have groups assist with maintenance of fields, then offer them discounted field rates.
- Car washes
- Sell candy and food
- Skating contest
- Fundraising
- Fundraising
- Increase fees as needed to cover costs
- Increase fees to cover costs.
- Phase out pools as many people have their own & they are a big drain on budgets.
- Conduct a market study to ensure program prices are competitive & in-line with other valley cities.
- Monitor program attendance & utilization. Make adjustments to offerings to either increase or decrease support as warranted by utilization data.
- Would like to see incentives for COG employees to utilize the facilities we have in the department. Feels the price structure could be altered to get more COG employees (& their families) to participate & use the facilities/programs.
- Set fees for services as appropriate.
- Incentivize utilization by police/fire staff to increase participation & maintain a safe environment.
- Set fees for services as appropriate.
- Possible sliding fee schedule based on income for those in the lower economic sector.
- Maximize sponsorship opportunities; market scholarship opportunities for those to receive as well as those to give & support.

- It is inconvenient to have to wait until we have 20 people to turn in a corporate pass. Is there a way to offer the corporate pass price without gathering groups of 20?
- Reduce costs by replacing all light bulbs with CFL's. On sports fields, if CFL's can't be purchased, remove every 2nd or 3rd light bulb. Good lighting is cheaper than excellent lighting. Ask for donations from patrons of the parks. Do this by providing envelopes and information on where to send donations or providing collection boxes (I know they'd probably get broken into or stolen—that's why I thought the envelope idea was better). Solicit the public for donations- to be used specifically to keep parks open-through ads in the water bills. Then status each month how the donations are coming in and what they've been used for. Have craft fairs in the parks—charge a fee of \$15-\$20 for crafters—have a central cashier and charge 3% of sales. Do this a couple times each year—or quarterly—in each neighborhood park.
- Require cleaning deposit for ramadas
- Charge fees for piñatas due to the mess that they make
- More parks with lakes for fishing- could offer fishing clinics/events for revenue generation
- Charge more for classes
- Increase fitness fees at the Adult Center
- Increase fee for popcorn at the Adult Center
- Contract all teachers out for SIC classes and allow teachers to market own classes
- Reduce number of printed magazines, there are often boxes of unused magazines left over at the Adult Center
- Privatize parks maintenance and irrigation
- Increase quality to reduce cost
- Focus on partnerships
- Youth Programs
- Sell food and water at events
- Special events at Camelback Ranch
- Serve as volunteer organization
- Park Clean-up
- New Leaf sends outing to parks
- Keep an open mind
- Do not operate Community Center North
- Use volunteers for maintenance
- Increase taxes
- Evaluate major cost centers, evaluate opportunities to reduce water. Breakdown the rates and their impacts.
- User fees
- One member suggested seeking corporate sponsorships for the swimming pools and other parks and recreation programs or equipment (such as AEDs).
- Use the current economy to attract volunteers with specific skills which would assist P&R.
- Several members said they did not know what else could be cut from the department.
- Collaboration efforts
- Partner with existing 501 © 3 groups
- Research more grants
- Partner with the HS on a Wedding Expo.

- Charge photographers a fee.
- Get Civic Organizations such as the Lion's or Rotary to "adopt" an event and conduct it.
- Do a bigger push for volunteers.
- Have a community ice cream social and charge a fee.
- Host dinners in the Main House.
- One member was opposed to this idea or other broader "commercial" uses such as parties in the Main House. Their fear was ongoing repairs, damages, and vandalism.
- Even though this would not be a popular concept....I think if you raised every menu you have, you should raise the fees at the lowest possible amount. This should be done across the board. Even if it is fifty cents or a dollar.... all the people who are using these facilities can help in these times!
- Getting the information out there to better inform the public what is offered especially the use of the Ramada's.
- May want to get more info out to the public about what is available what resources are provided at the different parks and where they are located. Who to contact for scheduling family or group events. It seemed to me at this meeting people may not all be aware of how to use the parks.
- Advertise – coupon packs in the mail.
- Coupons to attend a class.
- Promotions
- Charge more for non-residents (Foothills Recreation & Aquatics Center)
- Scholarship program
- Speakers to speak to students at schools to spread the word
- Sponsoring
- Change allocation times
- Use 1 hour increments in field rentals
- Continue to look at use fees and sponsorships
- Making sure agencies have an opportunity to apply for transportation funds to redesign and construct facilities. Make sure agencies follow master plans and develop street guides, which makes funding eligibility a little more accessible.
- Charge a small entrance fee at events
- Dinner at Dusk event at SRPHA
- Evening Tours at SRPHA
- SRPHA needs to partner with the Renaissance Resort on packages for their guests/clients.
- Leverage relationship with the Tourism Office and build upon it as we transition to a Convention & Visitors Bureau. More opportunity to outreach to meeting planners etc.

6. How do you feel the existing facilities and services offered are meeting the community's park and recreation needs? Do you have any suggestion on how to meet these needs better?

- 63rd & Butler Park (Tarrington Ranch) is too busy and needs better parking.
- Need radio controlled boat, car or airplane opportunities.
- There are definitely gaps in the region's trail system. The County needs to work closely with cities to establish links to existing county-wide trails to create a seamless trail system.
- The biggest challenges for GP&R are facility and resource impact by seasons. Glendale has two seasons – HOT and AWESOME. During the HOT season, outdoor facilities are best accessed very early in the morning (4-10a) or late in the evening (8p-12a).

- During periods of economic downturns, such as our current situation, facilities are closed. Are there no-non-profit groups interested in running the facilities for their own fundraising, and program development purposes?
- During HOT season, access to water is a major concern for people using facilities, open vendor permits for limited refreshment such as water, lemonade, etc. (Realizing the highest profit business is the lemonade stand, use this model in establishing methods to increase access to facility use during the HOT season.)
- Farmers Markets – the Farmers Market industry is getting very well organized. Does GP&R rent facilities or park space for high density Farmer’s Markets? Historical locations such as Murphy’s Park would not draw from high density residential areas. esp NW Glendale where Farmer’s Markets are held in shopping plaza parking lots.
- 53rd and Acoma – Kachina Park, many homeless are hanging out there.
- Lions Club would like to explore opportunities to partner with the city on things like fund drives, eye testing, hearing testing, blood drives. Possibly hook up with recreation centers. FRAC conducts health fair in January.
- Would like to utilize our facilities more (free of charge if we can partner)
- Cost
- Rules need to have exceptions
- Have an Adopt-A-Park program to deal with graffiti issues
- Seek opportunities to have golf courses that are closing due to the economy turned into parks
- Not enough swimming pools
- Not enough shade in parks
- Not enough restrooms in parks
- Good
- Would like to see activities ~~rotated~~ from set days of every Friday for example, to Monday one month, Tuesday the next month, & so on.
- Likes the facilities but feels they are concentrated in the south & central area of Glendale, would like more facilities ~~up~~ north”.
- Adaptive needs are not being met.
- Questions whether or not the community center is adequate for south/central Glendale.
- Feels the department is more than meeting the needs of the community. Did not identify any suggestions to better meet community needs.
- Feels the department is more than meeting the needs of the community. Feels the facilities are distributed throughout COG pretty evenly.
- Feels the department is meeting the needs by being proactive in making adjustments to programs & activities as demand dictates. Keep the department fluid to respond to trendy activities & interests.
- Glendale is doing an excellent job with their parks. Keep up the good work. In a tough economy, don’t take the parks away....find a way....
- Already have diverse facilities
- Already have facilities that are accessible
- Lacking in community awareness of facilities and parks

- Would like to see the Western Area Regional Park completed
- Would like to see a community park built in the Ocotillo District (vacant land at 75th & Glendale would be ideal for a park)
- Should include info about programs in Welcome Packet through Glendale Chamber or give info to realtors to give to new home buyers in Glendale
- Should mail brochure to every household in Glendale to increase participation
- Signage: dusk to dawn
- Clear rules that we can enforce
- Grant funding
- Several members said they thought the department was meeting the community's needs.
- They said the department is doing as much as possible with the current economy.
- Pools were the only exception. Several members said that they thought the pools looked very crowded. One said that the pools were too crowded to be safe.
- Another participant said that a critical community need is to teach pool safety to help prevent drowning.
- HS says the educational component is met very well with the school tour program.
- They feel that Sahuaro Ranch Park is a good place for children to go after school.
- Members mentioned the interpretive signs as meeting an important need of visitors wanting to know more about the history of the Ranch.
- **Suggestion:** Members suggested perhaps doing a smaller scale Halloween Activity/Event vs. not having anything at all (see comment under #4). One suggestion was just to have the Trick O' Treat candy stations at the houses for the children/families to visit.
- I like the concept of roving hours at the libraries, and if possible use this practice in other facilities if possible. I know it would not be a popular practice if this was done, but we all have to work together to get through these times. Better we all help than just a few!
- I feel the facilities are great. My suggestion would be to get the information out there.
- I think at this time you are doing a good job.
- Yes (they are meeting the needs).
- More lighted fields
- Additional fields that are sized appropriately
- Lighting the NE and NW soccer fields at Sahuaro Ranch
- Sports Complex for 11 – 15 age group
- Improve the quality - maintenance
- More dog parks or off leash areas
- Feels we're doing a good job
- If use is an indicator of meeting needs, our facilities are full and busy – the need is obviously there.
- The Master Plan process will validate whether or not we're meeting the needs and hopefully offer ideas on ways to improve.
- Getting funds (Federal funds) to cities in a timely fashion so they can design and develop trail corridors. Also, making sure agencies have the necessary matching funds to leverage to outside funding for projects. Today, agencies have less or no money to match.
- River trails. These are trail systems that can be used by people as a primary source of transportation, including access to shopping centers or work.

- The economy and annexation of future lands. There is also an opportunity to set up tax districts in the river corridors that will create funding opportunities.
- I feel you are exceeding the expectation of visitors and residents!
- P&R hits on all the important aspects:
 - History
 - Adventure
 - Culture
 - Outdoors

7. What financial resources (e.g. fees, bonds, taxes....) do you feel are most appropriate for funding Glendale Parks and Recreation services and facilities/parks?

- Tie into grants whenever possible
- Install exercise stations in parks to leverage grant money aimed at obesity.
- Do anything possible to reduce childhood obesity.
- Continue to charge out of city residents more than residents.
- A mix of Rental Fees, membership fees, pay for service and taxes should be considered for funding GP&R. The goal is to increase the rental, membership, and pay for service/pay for access where a formula may be developed to pay back tax monies as other funds hit the general ledgers.
- GP&R is not in the business of being a business, it is, or should be, however it must operate as a business which is in the business of creating, maintaining, and managing access to facilities and spaces where a balance of community life, lifestyle, and pay for access/service exist. For example, if the city owned a community golf course, the city would not run the golf course, it would lease the course to a business partner, and charge back for land use, event access, percentage of fees, vendor licensing, etc. The lease back model reduces overhead and increases profitability. If the city owned the golf course outright, it would do everything possible to lease the facility as an event space and grant community access during non-event hours, however, lease facilities of convenience during those non-event hours to business organizations (food/vendor services companies) which would generate permit and percentage of revenue dollars without the expense of city employees.
- Recommend P&R pursue more grants, partnerships. They are in process of obtaining 501c3
 - John Long Foundation
 - Kresky Organization
 - Pulliman
- Partnering with others
- Sell advertising sponsorships for ballfield complexes
- Partner with schools for more green space to be used by both agencies
- Grants
- Fees
- Grants
- Taxes
- Set user fees high enough to cost recover as necessary.
- Have facilities become more self sufficient.
- Use all 3 as necessary.
- Increase fees.
- Go after grants more aggressively.

- Bonds for CIP.
- Fees for Operations.
- Taxes (General Fund) preserved for public safety (police/fire).
- Bonds for CIP.
- Reasonable user fees.
- No increased taxes!
- A little more tax funded versus fee based cost recovery. Feels the prices are pretty expensive.
- A combination of all the above should be utilized.
- Consider expanding fundraising events/functions.
- Expand grant funding efforts & sponsorships as able.
- Fees and taxes.
- NO MORE TAXES!! Sell ~~Park~~” bonds.....
- Partnerships with sporting companies, PowerAde, Gatorade
- Be careful however with too much advertising/sponsorships
- Sell memberships to the organization as a whole (ie: Parks and Recreation Membership). With different levels of membership, you receive different perks with free or discounted classes
- Volunteer Ranger Program: Wednesday, Thursday, Friday, Saturday & Sunday evenings/16 hours per month. Kim Dominquez oversees. Christine Pratt, grant person.
- Grants, fees and taxes
- Participants said that general funding was appropriate.
 - One member put parks in the same category as roads and public buildings. ~~Parks~~ make the town.”
- The use of bonds was not appropriate except to build new facilities, such as Foothills.
- Members thought that fees charged by the department seem reasonable and accepted.
 - Members discussed how fees vary by facility and geographic location in the city.
 - Grants
 - Government finances
 - User fees Grants
- The HS feels strongly that taxes should fund P&R.
- Members suggested having a more defined and clearer understanding of what additional funds are allocated to P&R e.g. the % received for arts projects.
- I think all of the above, as we have been doing in the past.
- Not sure what other resources could be used, the only other one that probably would bring in a lot of funding would be to charge for parking but not sure if that would steer people away or not.
- I think fees and bonds, at this time taxes are not a word most people want to hear.
- All ways (suggested in the question).
- USA Football funding
- Pay fees for specific services
- Taxes pay for infrastructure
- Grants and sponsorships
- Fundraisers
- Bonds have proven successful for capital related projects plus the City has a good bond rating

- It's important to find the right balance when establishing fees. Water parks are a good example. People pay \$25-\$30 to use Waterworld and other private parks. Is our \$3-\$4 dollar fee too low?
- Fees should reflect the demographics of the community. It's o.k. to make fees more affordable in areas of the city that warrant it.
- Residents realize the impact of the economy and on a whole are willing to pay a fee. In fact they are accustomed to paying fees.
- Continue to explore potential sponsorships and grants.
- Our tax dollars should continue to support P&R – Bring back events!

8. Why do you believe some residents or visitors may not use Glendale parks and recreation facilities/parks and programs more often than they do?

- They just don't know about the opportunities available to them.
- Most people use the same facilities over and over and don't look for other ways to recreate.
- Residents will not use GP&R facilities/programs due to lack of awareness, access, or convenience. If GP&R programs are not within a reasonable distance to their residence, they will not take the time. It's a Law of Attraction and Law of Recognition game. The attraction must be so great that it cannot be resisted. The desire to be recognized at an event must be so great that not attending is not a consideration.
- Many of the Glendale residents come from somewhere else. What are the nostalgic events or activities of their hometown? Hot Air Balloon festivals, Apple festivals, Oktoberfests, etc...
- Traditional programs must be offered in locations of convenience and be attached to interests in demand, or provide an added socialization and interaction feature.
- Marketing of traditional programs may need to be modernized – if the intended audience is not responding. Email campaigns, mobile media advertising, signage advertising, social networking, etc. must be considered in reaching audiences. Identify programs by target audience and percentage of participation to population. What pp/p volume is acceptable? If there are 300,000 age 60+ residents in Glendale, and only 3% participate in GP&R programs, is that a valuable use of city resources? What about 5%, 10%, 30%... This approach should be considered for all programs. If people are not participating in the programs, they are either the wrong programs, offered at the wrong times, or prohibitive due to some other reason cost, location, attraction). Example, a city sponsored basketball clinic with Gordon Goodgame, or a city sponsored, clinic co-branded with other NPOs featuring the Phoenix Suns, Suns Cheerleaders, and Slam Dunk team? Which would have the greater attraction? Would people pay to participate, to attend, to vend?
- Lighting and safety was a concern a few years ago.
- Rose Lane park needs improvement, especially lighting
- Older parks need updating
- Vagrants at Kachina
- Take care of what we have first
- Not enough advertising for parks and services
- Use schools to advertise information about youth programs
- Parents do not let them come because gangs in neighborhoods

- No transportation
- Don't know about programs offered
- Sports teams for teens
- No transportation
- Hours of operation
- Can't afford fees
- Poor marketing.
- Cross promote COG facilities in all other COG facilities, libraries, P&R, etc.
- Poor marketing.
- Use billboards, banners, electronic signs to become more visible.
- Not enough marketing.
- Not enough adaptive.
- Fear of not knowing anyone & not wanting to get out of their comfort zone to try something new (seniors).
- Lack of awareness of facilities & programs.
- Department marketing is not sufficient to reach those who have never heard of the programs & services.
- More & larger signs near facilities to attract drive by's & looky Lou's.
- Fees may be a barrier to participation that may be cost prohibitive.
- Fees may be a barrier to participation that may be cost prohibitive.
- People working longer & delaying retirement to get by in this economy thus reducing their time to participate.
- Lack of knowledge of scholarship opportunities.
- Price and lack of advertising
- Awareness—or lack of awareness. Fear of being safe.
- Heat causes more people not to use our facilities due to limited shade structures and no shade over benches by playgrounds
- Proximity to open space
- Other city's facilities are newer
- Members said that visitors and new residents do not know about these services or that they do not venture out of their region of the city to other areas e.g. downtown.
- Several members said that they use the Quarterly Magazine to learn about services and events. They like to have a hard copy vs. going on-line. They also mentioned the importance of the ~~water bills.~~ Some said they forget to ~~look~~ "look online" about programs and events.
- Participants said that families seem to be really busy today. They have many choices with limited money and time.
- Members suggested improved communication, more promotion to schools, and promotion of an event far in advance. Two weeks in advance is not enough these days as time goes by quickly and people need to plan more in advance.
- Lack of available information
- People lack a sense of safety
- Today's culture is a bunch of ~~enough~~ "potatoes!"
- People are too busy to pay attention. Life is moving too fast.
- Members mentioned how often they hear ~~we~~ "we live right near here and never knew this was here" from first time visitors to the Ranch.

- People don't use the Parks in the summer because it's too hot.
- P&R doesn't fulfill the "now" cultures need for instant gratification
- Too many people don't want to exercise. We have become a "non-walking" culture.
- It seems almost impossible, but they may not know what is out there for their use. Some how some way we need to spread the word on what is available and encourage their participation!
- Possibly we can spread the information through the schools, example through their newsletters to the parents. Highlite one or two schools a month on our website.... let the schools know what you have done and encourage the parents and students to see how they are featured!
- I know my family and friends who live in Peoria, Avondale, Buckeye, and Phoenix use those cities facilities, a lot of those facilities are newer.
- May not be aware of everything you provide. Also fee structures. I think when more people see what you provide park use will pick up.
- People tend to go to newer facilities
- Lack of information or awareness
- Lack a centralized location i.e. Rio Vista
- If pools are too crowded people will stay away.
- If parks are old and aging they may not appeal to people.
- May just be a personal preference.
- P&R is marketing effectively and doing an excellent job with a limited budget.
- Professionally I use press releases, website, and your brochures
- I call x2820!
- I keep a hard copy of your quarterly magazine next to my phone so I can readily answer questions from residents and visitors.

9. How do you find out about the services offered by the Parks and Recreation Department? What suggestions do you have to better inform people about the parks and recreation services and facilities?

- Word of Mouth is always the best, but not the most efficient.
- Quarterly magazine
- News shows like Channel 11
- Can we purchase advertising on web sites? They certainly get a lot of viewing.
- Twitter/Facebook
- Information boards at GP&R facilities (rec center); mailers; emails; participation in social media group sites; friends and family.
- Okay really, the only way I know of what is going on for the GP&R is by reading mail communication or by reading bulletin boards at the Rec. However, these communication methods have very limited stickiness.
- People need to participate, become active contributors, and engaged. Social media is the most effective method of communication and engagement known today. Where is the GP&R mobile App. Are there display TVs in GP&R facilities, or email links sent through GP&R user lists? People buy seven ways? How many ways are you selling?
- Email, web
- Managers should be aware that service clubs are there and look for opportunities to partner
- Consistent and timely communication.
- Live close by center
- Staff at center tell them
- YWCA
- Call staff

- Department web-site.
- See above.
- Quarterly magazine.
- Word of Mouth.
- Shared participants
- Collaborative programs.
- Word of mouth.
- Send out more news releases.
- Peoria gets more AZ Republic & Glendale republic coverage than Glendale does.
- Quarterly magazine.
- Have information at the libraries, recreation centers, etc.
- Utilize Glendale 11 as much as possible.
- Increase presence on the internet.
- Quarterly magazine.
- Have information at the libraries, recreation centers, etc.
- Be visible at health fairs & like increase awareness of the department & programs.
- Partner with schools to fight childhood obesity
- Increase presence on the internet
- Email and online
- You send out a booklet that has information in it. I learned about Foothills Rec Center through work (Honeywell). You're doing a good job of advertising, but as in all things, you cannot reach all of the people and many different media types of advertising are needed for the many different types of people. Some do not read, but they listen. Some, don't do either.....
- Quarterly Magazine
- Internet
- Post cards that are made for Special Events
 - Librarian noted that she loved the recent cards for Toddler Water Days. She handed them to parents with young children she thought might specifically be interested.
- Quarterly Magazine
- Connection
- Internet
- E-mailed press releases
- Newspaper
- Find information on websites
- Do not send mail or e-mail blasts
- Police Department has a monthly outreach to the community; they could use the parks for this program using police staff for volunteers. PD also sends an electronic newsletter weekly.
- Evening use of parks
- Several said they find out from "hardcopy" or printed sources.
- GA also hears directly from Parks & Recreation through formal requests for funding or program support.
- Others said they receive information from Council Member electronic newsletters or communication.
- Members also said they find out from the Visitor Center, through newsletters and other publicity efforts. Specifically mentioned Lorraine Pino.
- Facebook
- Coupons
- Radio

- E-mail
- Newspaper
- Staff at SRPHA sends a monthly calendar of programs/events to the office.
- Visitor's Center
- **Suggestion:** City listings in the Yellow Pages are too generic. City needs to have specific phone numbers for facilities/programs etc.
- Long time resident and have been involved because I have heard about different programs and became interested due to the fact my children became involved and so did I.
- I use Glendale's Website but I so wish I could get information mailed to me, I do not always go online. Also, I feel speakers should be going to the schools in the area to give information and for the students to take home to their parents.
- May want to put info in the west side newspaper. May want to put in bill stuffer, this might increase costs. Do you use Glendale 11? This could be a good method to get info to people.
- My comment on number 8 has my suggestions for informing concerning different sites and activities.
- Budget problems. Getting to the right people at the right time to make pressing decisions.
- The vision is to develop a public-private partnership with the mining industry to construct the Agua Fria channel, plans for bridges, and development. Solicit firm commitments from the parties essential to developing the Agua Fria corridor.
- Develop strong partnerships with the cities so the Aqua Fria Watercourse Master Plan can be incorporated into the cities general plans.
- Email
- Local Newspaper
- Radio
- Professionally I use the website, newspaper and media feeds
- **Suggestions:**
 - Leverage social media and segment your audience e.g. I have a site that caters to news anchors only
 - Frequency and content is key with social media
 - Do more pitches to national publications
 - Get involved and be more visible as the City transitions to becoming a Convention and Visitor's Bureau.
- Maintaining parks during the current budget issues. Developing advocacy groups for funding of park maintenance and trails. In the long term, we need to develop a network of trails that afford people the opportunity to walk and ride their bikes to work.
- Promotion and education focused on the development of a 70+ mile multi-modal, non-motorized corridor connecting residential areas, parks, schools, recreation and commerce within and around the Aqua Fria Corridor.
- Educate staff on our (Tourism's) role. We are a one stop resource. Often times we answer questions about P&R activities, give directions to parks etc.
- We are another face and voice for P&R.
- Expand your use of Social Media especially to the younger demographic.
- Provide quality collateral for all your programs, event, activities. Visitors want something they can have and hold.
- Get as much of your user information as possible while you have them as a captive audience especially their e-mail addresses.

10. What do you believe should be the primary focus of Glendale Parks and Recreation operations (e.g., maintenance, safety, security, new parks/facilities, programs, etc.) in the next 5 – 10 years?

- Maintaining and upgrading what we have

- Focus on what we have now and keep it up.
- Keep our parks safe and well maintained.
- Be careful about raising fees too much. People won't pay them.
- Phase out low use programs.
- Watch trends.
- Charge user groups to use smaller parks.
- The economy and recovering from the recent budget woes will continue to be an issue over the next five years. Arizona is struggling more than other during the economic recovery.
- Within the next 10 years we will need to have a plan or policy in place as to how we will protect open space from residential and commercial development.
- Lastly, the population in Maricopa County is increasing at an alarming rate with no plan to address the water shortage that is expected to take place in the near future. This will impact how parks and open space are developed and maintained in the future.
- GP&R has a fiduciary responsibility to ensure maintenance (including providing safety and security) to parks and facilities. Increasing the desire to access those facilities and increasing awareness of facility services and features should be the highest priority. New facility locations may be a part of that formula; or taking advantage of existing facilities (via other organizations) may serve the same purpose.
- Parks and Recreation services are about community life. Is Glendale City government perceived, and recognized, as being in touch with the heart of community life? Is Glendale City government linked in and connected to the pulse of what drives its community? Does GP&R support community service, growth, development, and opportunity for all residents? Is there a GP&R master plan that is in step with the ever changing and evolving culture of the City?
- Get service clubs involved more in parks, testing (eye, blood, hearing), partnerships
- Communicate in a consistent and timely manner.
- Liked articles in water billing.
- Leadership
- Creative people to come back to community
- Maintain what we have
- Continue to provide inexpensive recreation opportunities due to economy
- Get involved with light rail planning process to ensure the light rail can be utilized by patrons to visit different recreation sites
- Expand the Glendale Community Center
- Purchase van
- Build programs to offer more after school activities for latch key kids
- Quarterly magazine.
- Increase presence on the internet. Get links out to other partner organizations to cross promote services.
- Be ahead of the curve as far as cutting edge programs-scuba diving for example.
- Expanded Adaptive & Youth/Teen Programs.
- No further CIP until the economy improves.
- Maintain current facilities & keep them safe/secure.
- React to program demand & delete/expand programs as warranted.

- Add parks & facilities as able.
- Update & refurbish older facilities as the budget allows.
- Expand ranger force to provide a deterrent to vandalism & graffiti.
- Maintain the current facilities & amenities at the highest level possible.
- Avoid reducing sites & new CIP if not essential at this time.
- Avoid cuts at all costs.
- Continuing to provide quality services with less resources.
- Safety, security, maintenance, programs. Get the community involved—rummage sales, craft fairs in the parks—clean up the parks and neighborhoods days in the spring and fall. Train people to be neat. Provide advertising on doggie doo doo bags..... Tours on those days.....
- Safety
- Bike Trails
- Taking care of what we have- the renovation of SRP ramadas is great
- Adopt-a-Park program
- Extended Arts programming
- Building an actual Arts Center
- Pay attention to the younger generations needs
- Focus on security and safety and addressing vandalism
- Upgrading the older parks with newer equipment
- Work with existing HOA's for park programming and activities
- Maintenance upkeep
- Security
- Keeping parks open
- Programs for kids
- Avoid any fads or trends – ensure long-term planning
- Identify expectations
- Police Substations in parks, CAT staff involved in park and facility planning.
- South Glendale lacks facilities, (quality)
- Evaluate other service providers – can they offer the service
- What do we have to do / what would we like to do?
- Look at 2009 DIF report (never went to council) – can talk with DIF Consultant (Chris). Let Sherry know.
- CSG Revenue Fund – unrestricted funds, earmark for specific purposes, example – From the Heart Fund.
- Budget
- Finance (Diane Goke)
- AZ Community Foundation – need to involve finance (Diane G.)
- Given the economic times, maintain, focus on maintenance. Keep as much as possible; keep what you already have.
- Be mindful of the “curb appeal.” People will not go to the parks if the facilities look shabby or dangerous. Be mindful of the appearance of the parks.
- Do enhance lighting at the parks though, where possible, to improve safety.
- Members suggested a focus on better utilization of existing facilities. Do not build anything new.
- Getting the community more active

- Educational focus
- At this point I feel you should postpone any new facilities with the exception of those that are already funded. I say this with tongue in cheek...build now and keep them closed until we have the money to staff them. Reasoning....costs of building will never be as low as they are now!
- I believe the primary focus would be to have newer equipment, young leaders to help facilitate the programs to get more young people involved, more security. I remember back in NY many years ago I had my daughter in a day care program that was in the park. Maybe camps in the summer. More sporting events in the winter,,, I truly feel this would also help with employment for the young and old.
- Safety and security and maintenance. New parks and equipment may have to wait until AZ starts to grow again.
- The western portion of the city should be the first on the schedule to have a library, park and other amenities that are now lacking. I don't even live there, I just feel that it is their time!
- More events – renting facilities and partnering on facility hosting
- Parents are willing to pay for coaches/sports programs
- Arrowhead Country Club – most of her friends go there
- FRAC – Campaign ads, specials to join
- Marketing/Communication could help us
- Consider recreation center pass with discount
- Cross marketing – Civic Center, Renaissance, FRAC, Adult Center
- Banner replacement at Murphy Park
- Change of hardware on lights/check with Stuart Kent
- Take care of the facilities that we have
- Maintenance
- It seems the City has been preoccupied with the issues relative to the Coyotes. Glendale's investment and financial commitment into the professional sports facilities is making it difficult to commit to the rivers plan. We don't need to preserve open space, we need to create it.
- Don't duplicate amenities
- Maintain what you have
- Build destination attractions
- New parks/facilities and growth should be a lower priority
- Maintain and be creative with what we have
- Continue to focus on high quality service
- During this difficult economy, which involves budget cuts and layoffs, we want to make sure trails, parks, and the associated landscape area continue to be maintained. Closures or lack of maintenance on trails or in parks could deter people from using these facilities and potentially impact the obesity rate. Closure of parks and facilities would likely become targets for vandals.
- Support the Flood Control District of Maricopa County's Aqua Fria Watercourse Master Plan.
- Budget issues will continue to be an issue in the near future.

Additional Comments:

- Final Thoughts – Interpretive facilities; increase application of green initiatives to support facility access (solar energy for lighting, gates, etc.); get mobile and social; work with a consulting agency to confirm alignment with community.
- Partner w/ 502(c)3
- Increase teen programs.
- Increase maintenance & security budgets to maintain facilities.
- Tap into the community to take part in –adopt a park” type programs, graffiti hotlines, etc.
- Streamline process for 3 rotary clubs to improve park.
- Rotary Scholarships are for youth
- Kachina Rotary Club has funding
- Sell Sonorito Park

Economic Advantages – Priorities for Businesses

- Inventory
- Where the CEO/Widen partnerships
- Visibility Along 101/freeway
- Local employee base

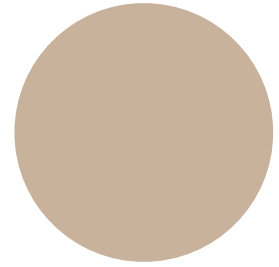
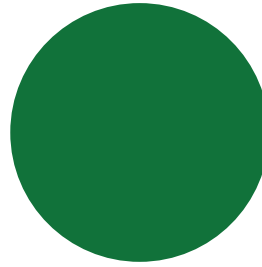
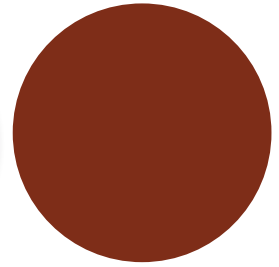
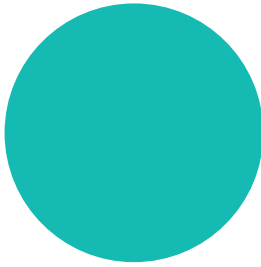
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- Housing costs
- Schools
- Parks/amenities

Areas that sell

- Entertainment
- Academics
- Sports
- After-school programs
- Do away with Community Center North – look into leasing to a non-profit.
- GYSC Agreement
- Make buildings more attractive – i.e community centers
- Use mascots
- Advertise on trash cans and garbage trucks
- Survey people at swimming pools.
- Older parks are obsolete
- Add water features
- Water Fountains design standards
- Water plan component for future design
- Collaborate with other departments on maintenance
- Tree replacement / maintenance standards
- Advertising for donations for trees; donations into fund for trees

- Partnership programs
- Healthy Lifestyles
- Prevention/Education
- The parks and programs helps keep kids busy.
- The Glendale Ambassadors enjoyed working with Parks & Recreation.
- Consider offering/providing space in parks/facilities for police officers. Provide a place for them to write reports. This would increase their presence in the parks.
- Off-site programming with the Bead Museum
- Transportation
- Classes / Field Trips
- Maintenance – Take care of what we have!!
- Bring back events!
- I feel that you are doing a great job with the resources you have. It is pull in the purse strings and you are doing it well with this concept!
- I really enjoy living in Glendale, I would love to see more people come and visit us to see all the things we have to offer. Since I teach HS students I am partial to using the students for their energy and their knowledge.
- Just keep on with what you are now doing and being creative. Be on top of things like you are new. If you need a volunteer for anything, give me a call (Matthew Versluis 602-499-3852).
- Great low impact class on Mon/Wed at adult center.
- Might want to consider building an adaptive fitness center – the community colleges have them, but does the city?
- Youth sports fields are lacking in western/south Glendale.
- Yoga class on Friday mornings at Foothills keeps getting cancelled due to not enough people.
- Get info that is on the bulletin board at Foothills online
- Con: the facility use fee at the adult center
- Costs going up but the quality of the fields are going down
- Investments for user groups and the allocation process
- –The Ditch” – re seed the Paseo – Lacrosse facility
- MOU – First right of refusal
- Continue to market your existing product.
- Restore events.
- Possibly do a rebranding to the local market asking them to visit and support all the amenities you offer. Their dollars help sustain the programs!



4.0

PUBLIC MEETING #1 AND ONLINE SURVEY RESULTS



Public Meeting #1 Discussion:

04-29-10

- 1) What is your general impression of the Glendale Parks and Recreation Department?
 - *Professional*
 - *Great variety*
 - *Affordable (some things)*
 - *Diverse and current activities*
 - *Maintenance on softball fields can improve*
 - *Completion of 2nd floor at adult center*
 - *Disappointment in Lack of completion*
 - *Lighting at splash pad 83rd Ave and Bethany Home Rd.*
- 2) What features of the Glendale Parks and Recreation System are most important to you?
 - *Bike Trails*
 - *Aquatic Centers*
 - *Softball Fields*
 - *Adult Centers*
 - *Hiking Trails*
 - *Shaded Picnic Areas*
 - *Trash Cans on hiking and bike trails*
 - *Doggie Bags*
 - *Internet registration*
 - *Toddler programs*
 - *Adaptive Recreation Programs*
 - *Festivals/ Special Events*
 - *Nighttime Courses/ Activities*
- 3) How well are your parks and recreation needs being met by the Glendale Parks and Recreation Department?
 - *Not well met in Southwest portion of city*
 - *Location/ hours of facilities*
 - *Motorized Public transportation (bus) could be better*
 - *Cancellation of SIC classes due to lack of participants*
 - *SIC needed weekday evenings*
 - *Women's softball league*
- 4) How do you feel the Glendale Parks and Recreation Department should balance funding?
 - a. *By taking care of what we have? OR*
 - b. *By building and/or acquiring more facilities and lands?*
 - *Take care of what we have (2/3) and build new (1/3)*
 - *Southwest portion of city*
 - *Prioritize maintenance needs at existing facilities to avoid big costs down the road*
- 5) What actions need to be taken to meet your needs?
 - *Complete park at 83rd Ave. and Bethany Home Rd.*
 - *Expand Adaptive recreation (ie, Special Olympics) - city should take the lead!*

- 6) How do you feel Glendale Parks and Recreation Department should balance increased costs of maintaining high quality parks and recreation facilities and services?
- a. Should we reduce services? OR
 - b. Is the community supportive of seeking and/or providing more funding?
 - *Find partnership funding*
 - *Sliding scale for services (ability to pay)*
 - *Do not cut graffiti removal funding*
 - *Partnership with Ryan Community Center*
 - *Money is there, it just needs to be found*
 - *Pursue creative funding opportunities (engraved pavers, etc)*



ONLINE SURVEY RESULTS

06-07-10

Overview/ Summary

- Responses received from 5/12/10 through 5/24/10.
- Total number of responses received = 60
- Overall impressions of the system are very good.
- Most important features of the system:
 - 1) Facilities
 - Libraries
 - Pools
 - Parks
 - Trails
 - Sports fields
 - 2) Programs
 - Update programs for seniors
 - Children's programs
 - Evening programs
 - 3) Maintenance
 - Bathrooms / cleanliness
 - 4) Safety
 - Lighting
- Recommended priority for funding:
 - 1) Maintenance
 - 2) Programs
 - 3) Facilities
 - 4) Safety

DETAILED RESULTS:

1) What is your general impression of the Glendale Parks and Recreation Department?

- Glendale has a good program and seems to be heading in the right direction for its residents.
- always been impressive vs. other cities depts.
- They have some good programs, I never had the opportunity to involve my children, etc
- great! (2)
- Overall favorable
- Good (12)
- We love the Parks and Rec's department. It has been an intrical part of our son's development. He has been in swimming lessons since he was an infant. He has participated in most of the sports opportunities that they provide, as well as being in the summer program at Sahuaro Ranch. He also was privledged to be part of the Hook a kid on golf program.
- From a playground safety stand point the surfacing needs to maintained at proper levels. We are finding that over 40% if poured in place surfacing is failing surface attenuation standards in the valley.
- I am very satisfied with the parks I frequent; Thunderbird MTN, Peacock and Rose? (63rd/Kings). They are well maintained and have excellent facilities.
- its really good
- overall I like it, my kids enjoy doing sports
- Very well maintained, larger well equiped parks are heavily used.
- It is great but these years has many slaches
- the best
- I havent had much interaction with the department, other than going to the park.
- Positive- meeting the neess of the public and forward thinking
- great library and park system(better than Phoenix).
- Alright
- Parks are beautiful
- Great park system with parks with trails and preserves to parks for play and picnics etc to dog parks to skateboarding parks. Great variety to suit almost anyone.
- I love the sounds of the different birds outside, nice entertainment selection
- That I hate these stupid surveys
- They seem to operate in the background, so it would be difficult for me to comment on them directly... from what I can tell. They appear to be doing a good job... although I'm sure I only see a fraction of what goes into it...
- Okay
- Professional, affordable programs, progressive
- Nice scenery
- Very efficient, friendly, and well organized establishments
- Pretty good... I like the trail in Peoria...and nature friendly landscaping
- It's ok
- I would say great!
- Seem to be well taken care of and provides activities for youths and adults.
- Too many employees for the work. On weekdays, there are up to 5 full time employees at SRP. On weekends, one.
- very nice
- Very tidy and proffesional clean and polite
- Excellent
- Love the beautiful parks in Glendale. Been to many of them since I lived in Glendale since the early 1980's.

2) What features of the Glendale Parks and Recreation System are most important to you?

- Senior Center
- library, parks, community center
- Parks are nice and I have taken my children to several over the years... general well maintained
- their classes and FAC
- Access to well maintained, well lit parks, a variety of adult & youth classes/programs available at reasonable cost.
- Library
- swimming program, sports programs. Our son is to old for summer program at Sahauro Ranch, but it was a lifesaver to us for child care.
- Fields
- Sports fields and playgrounds
- Relax
- Good (3)
- hiking trails, picnic areas, open spaces
- the library
- all of them
- Sport facilities, cooking facilities and shade.
- special events and swimming lessons
- clean parks, restrooms, parking, good equipment, reasonable rental fees. I also enjoy the outdoor festivals at Murphy Park in downtown glendale.
- library access
- Walking trails. I bring a small child with me and it is nice to have wildlife like the peacocks around the library so we can feed them together.
- Internet
- Park facilities Recreation Programs
- family fun!
- adult center
- Sports equipment,community access
- Trails, picnics, dogs. I love the nature preserve in North Glendale.
- All
- I like saguaro Ranch Park, the Glendale Adult Center (very nice facility)and the library on Brown.
- indoor dance classes for all levels with various instructors
- Trees
- Trails, parks, and affordable programs for toddlers
- Saquaro Ranch Park
- library and in internet access
- psrks ary family
- Nature and wildlife..especially birds and hummingbirds...and rabbits or chipmunks.
- there fine like it is,would be better if there was more water parks so the kids would have water to play in
- Parks
- I love the peacocks,chickens, and roosters!
- Means to exercise, have fun with family and friends.
- The park should be thinking of more shade trees or perhaps shade barriers.
- computers and books
- hiking, jogging paths
- Pretty much all
- well maintained parks and youth sports
- Ramadas, skateboard and bmx courts, basketball courts, volleyball (sand), swimming pools, trail systems, adult center

3) How well are your parks and recreation needs being met by the Glendale Parks and Recreation Department?

- For residents in the North part of Glendale, there is a need for a Senior Center in the local area.
- very well (6)
- fine
- lovely
- I don't use the parks and recreations
- Fairly well. I fear that youth program may suffer because of the budget cuts & I know those same budget cuts make it unlikely that we will have the needed police force to address the problems caused by having more bored young people looking for things to do. The correlation between a lack of program availability for young people and the need for more law enforcement to deal with increasing property crimes has been well documented.
- Good (7)
- Right now extremely well. However rumors are flying about their being no sports programs for parks and recs. I think that would be a disgrace to the youth in our community. There are some kids that would find trouble if they are not mentored by the wonderful volunteer coaches.
- not good
- more clean
- really well
- in every shape and form
- My needs are being met well
- Excellent (2)
- OK
- a place to use the computer
- excellent
- Enjoy the variety to fit several needs
- well, except new library charges
- not at all
- The bird poop at the Library on Brown gets a little thick at times... It could pose a bit of a health hazard, but I love the birds... would like to see that issue addressed. Want to continue to enjoy the birds... just without the uh... well, you know...
- Poor
- Fairly well
- I wish there were more toddlers programs scheduled in the evening
- very well
- extremely well! never have any issues
- recreation
- Good enough
- Ok
- I'm also impressed at the choice of plants and trees that are used in the parks absolutely beautiful!
- Very well, I use them once in a while for walks and I have nephews that use them for recreation in sport leagues.
- Excellent
- very well met
- Kept up pretty good. With exception of the thunderbird paseo park on 59th and thunderbird
- very well
- Think that you do a very good job of providing activities

4) What should be the Glendale Parks and Recreation Department funding priorities?

- A Senior Center in northern part of the city.
- not .20 cents per page to print. streets, neighborhoods..if people have pride in their homes, they will have pride in their city. Maybe home grants for people who apply and qualify. Then they will be a "loyal servant"
- children's programs
- Maintenance of existing facilities and youth programs
- playgrounds for children and parks for them
- swim lessons, youth sports.
- soccer fields
- July of 2010 will see the adoption of the accessibility standards for playgrounds. A great deal of the playgrounds will need to meet aba/ada accessibility requirements.
- more secure
- good
- promoting outdoor activities
- more car wash maybe or helping the army
- More rest rooms
- public libraries, kids sports and special events
- With this bad economy, I rely on local parks for recreation, rather than driving out-of-town.
- everything for toddler and elem school kids
- good
- maintaining the parks so they continue to be in good condition
- something
- Facilities upkept and update. Programs
- Maybe more pools? or something like that
- the public needs
- access to community pools-Foothills aquatic center is too expensive
- cheaper if not free membership
- no change
- In the summertime we need shade and water... and A/C... This is Glendale!
- Good
- offer different classes & not become stagnant with same old thing over & over
- Cleaning
- maintain the current parks, continue to upgrade current park amenities, continue to provide programs for toddlers to seniors, T-bird Conservation Park maintenance
- keeping them clean
- more educational tools and activities for children and family with low incomes.
- Security
- More nature friendly landscaping..and wildlife cover in the less traveled areas
- Parks
- First
- don't know
- Just to maintain the beauty of the parks and to be consistent to your commitment!
- Priority is that they be taken care of in a fashion to suit the public and not to over beautify. Conservation of the plants and animals and its ecosystem.
- very important
- to continue maintaining the parks at their current level
- Nom decided there's a bunch. one is make sure drinking fountains are kept clean and usable and not hot water that sucks
- keeping youth sports and classes
- Swimming pools, sports activities, neighborhood parks, Western Area Regional Park, Sahuaro Ranch, Adult Center, centers in lower income areas.

| a. Indoor facilities: | Yes (45) | No (7) |
|-----------------------|----------|--------|
|-----------------------|----------|--------|

Comments

- A Senior Center in the northern part of Glendale is desirable. Although the Senior Center on Brown is very nice, it is a long commute for seniors from north Glendale.
- Have not used the indoor facilities
- Good
- public libraries have great facilities
- Aquatic center is the only one i know of and for a family its is pretty expensive for annual access
- The bathroom that is available always looks like somebody just washed a dog in it... I understand this happens throughout the course of a day, but I have seen it look exactly the same after it has been shut down for ten minutes... it makes me wonder exactly what the cleaning lady was doing in there... wet counters, no toilet paper... What took ten minutes???
- Good
- Adult Center -no new offerings Foothills -nothing in daytime that meets dancing interests
- running water, flushable toilets, & less bugs
- dirty batrooms
- A list of what indoor facilities exist would help me answer. Don't know what you cobnsider indoor facilities other than library.
- Hopefully the Western Area Park will develop to include swimming pools, etc.

| b. Outdoor facilities: | Yes (43) | No (10) |
|------------------------|----------|---------|
|------------------------|----------|---------|

Comments

- Need brighter lights or better placed lights at softball fields, racquetball & basketball courts (i.e. at Cholla & 57th and also Sweetwater & 53rd). Is it possible to get solar lights? That would seem to be a practical long term solution.
- We have taken swim lessons in most all of the pools as we have needed to use evening lessons and depending on where the lesson our son needed that particular session is where we went. Ball fields have been great.
- Playgrounds need to be tested for surface attenuation on poured in place surfacing and accessibility testing on some.
- Good
- parks and play grounds for kids
- Smoother walkways for baby strollers
- use the computer
- don't do anything outdoors
- more shade
- Just the bird poop... other than that, a very well cared-for facility...
- generally good
- running water fountains
- make the exsiting parks{ water parks}for the kids
- Drinking fountains need cold water comming out and kept clean

| a. Trails and Preserves: | Yes (47) | No (10) |
|--------------------------|----------|---------|
|--------------------------|----------|---------|

Comments

- I would like to see more trails and preserves if possible.
- don't use them
- I would like to have lights along the Linear Park-solar would be ideal here. A dirt jogging trail in the linear park would also be appreciated.
- We use the Thunderbird bike paths and they are wonderful to keep our son off the road and not getting hit
- Are trails aba/ada accessible?
- Some trail work is needed at Thunderbird Park
- we need more information or more activities
- Smoother walkways for baby strollers
- don't do anything outdoors
- Love the trails in Glendale!

| b. Programs: | Yes (33) | No (13) |
|--------------|----------|---------|
|--------------|----------|---------|

Comments

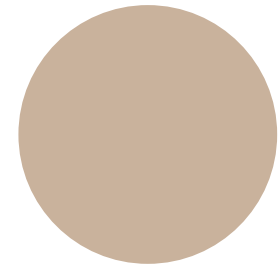
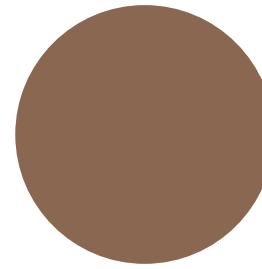
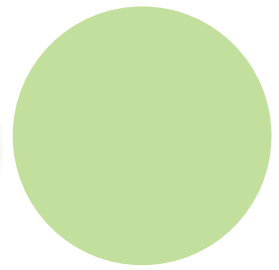
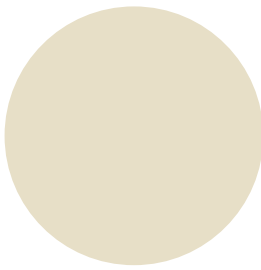
- We have used the summer program at Sahuaro Ranch. It has been fabulous. A need that many parents have.
- Good
- You cut a lot of kids sports programs like basketball and volleyball
- good for children
- nothing i can think of
- unaware of any programs
- nothing new in present classes that present a continued learning challenge
- more options for evening programs
- visiting the website for upcoming events

5) What actions need to be taken to meet your needs?

- Build a Senior Center for north Glendale
- Continued maintenance of facilities & improved, eco-friendly, cost efficient lighting.
- None
- Keep the sports programs as well as swim programs.
- more fields to play on
- Playground surfacing woodchips need to be filled and maintained to appropriate levels to meet fall height requirements. All poured in place surfacing needs to be tested for surface attenuation and accessibility.
- more parks
- kids
- nothing
- My family needs are being met. There is enough variety close by.
- Do surveys and different areas everytime that you have special Events
- Financial
- Your Recession recovery program needs fixin
- more hours on the computer
- Full/parttime work in the accounting or administration fields i have in busuness accounting/adminstration. my email us bill chrobak @ cox nnet. my home phone is 623 587 4545
- Power washers and bleach... see above
- offer new dance classes (Zumba Gold or Line Dance classes with continued updated & changing criteria
- none at this time
- none, no complaints
- mantenimieento
- might have to raise taxes a little bit
- Again maybe a composite list of actions you may be talking about might help give you a better answer and or suggestions.

6) What should be the priorities for the Glendale Parks and Recreation Department in the next 5 to 10 years?

- There is a large population of Seniors in north Glendale whose needs are not being met by the two Senior Centers that are located so far from our residents. The Senior Center on Brown provides dining, recreational and social experiences for Senior citizens. There is a need for a local senior center in north Glendale. The older population is limited by finances and reduced driving ability and they need the social experience to be able to enjoy their final years.
- Help homeowners fix up property for reasons stated above. Help someway in the foreclosure process so neighborhoods don't turn to heaping disasters!
- Trying to maintain the level of service and access to parks, improved lighting, and continued program offerings at reasonable prices. Thanks.
- I know you have tried to keep the prices reasonable and as a parent I appreciate it very much. However where can you go to get swim lessons this reasonable. I would pay more if you had to increase the cost. Also the summer program fees were more than reasonable. I was used to paying \$160/week for day care. So having to increase fees to meet your costs is not a bad thing. I thank you for our Parks and Rec's department.
- more public pools
- Need to meet the july 2010 aba/ada accessibility laws.
- more and berer
- restaurant
- preserve land.
- more jobs inside the library
- Maintain what we have, evaluate some of the smaller green areas, develope the Western Area Regional facility.
- Up date the library media centers and promote sports events
- more activities for handicapped and elderly
- good
- More "green spaces" and children's activities
- for children
- Update the existing parks Maintain existing parks and facilities Expand facilities as required by demand needs. Maintain strong recreation programming activities
- maybe improve your libraries!
- help with the computers at the adult center there is sometimes but not always
- Promoting conservative ideals in books, magazines and periodicals... and lectures, when available.
- try different venues & not get stuck in the "senior rut"!
- more options for evening programs and more playground equipment (swings) at Tiera Buena Park
- less graffiti in restrooms or on playgrounds
- more activities for low income families
- expansion y mas parques y seguridad
- Dual landscaping..both for people and wildlife
- make water parks
- kids
- To always keep your mind open to new ideas and insight always look up and be thankful!
- Conservation of the environment within the parks while providing a safe place for family, friends, youths, adults and individuals along w/pets to enjoy the outdoors. Not over spending.
- youth programs and sports
- Sports and physical fitness activities such as trails, neighborhood parks & Western Area Regional Park, Adult Center, Centers in lower income areas.



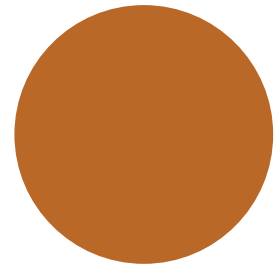
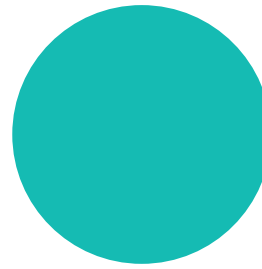
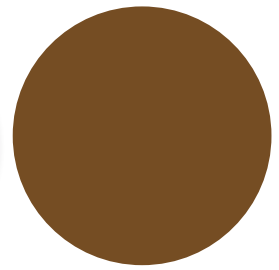
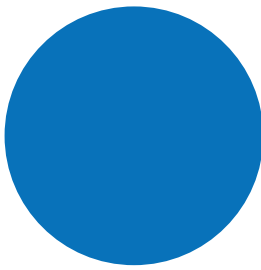
5.0 PUBLIC MEETING #2 RESULTS



Public Meeting #2 Discussion:

06-29-10

- The question was posed regarding how parks can reduce crime. Ron Vine, ETC Institute, and Brian Trusty, PROS Consulting, explained in detail the benefits of parks and their role in deterring 'undesirable' activities.
- A member of the audience asked if there was a map which showed the locations of the community surveys which had been returned. Ron explained that this data was available and would be uploaded to the Parks and Recreation web site after the meeting.
- The comment was made that the mailer included with the water bill is an excellent way to communicate with the public about the Parks Department.
- Another meeting attendee inquired if the results of the community survey would be available online. Becky Benna, City of Glendale, stated that all the information presented would be posted to the Parks and Recreation web site.
- The question was posed, by a gentleman, regarding the 5% of survey responders who disliked the parks department's facilities, programs, and services. He asked if any specific comments were provided with those responses. Ron explained that any additional comments included within the survey can be viewed in the entire document, which will be available via the Parks and Recreation web site.
- Ron explained that the survey contained a total of 30 questions and pointed out that several of those questions contained many separate parts.
- A quick show of hands revealed that 1 attendee at the meeting received a survey and completed it.
- A member of the audience asked when the master plan update would be completed. Jeff Kratzke, Olsson Associates, explained that the Preliminary Plan is scheduled to be completed in September and the final approved Master Plan is expected to be completed and approved by late November/ early December.
- A comment was made regarding the lack of facilities in the southwestern portion of the city.
- A comment was made regarding restroom availability within city parks. Becky explained that neighborhood parks typically do not have restrooms as they are designed with the thought that they will be used predominately by those who live in close proximity.
- The topic of major league baseball and the impact of Camelback Ranch on youth sports was questioned. Becky explained that the department does not manage the facility however does receive grant funding from the Arizona Sports and Tourism Authority.
- A member of the audience pointed out that the existing skate and x-courts are overcrowded. He suggested that a minimum of 2 more should be included within the master plan update.
- A question was posed regarding recreation center fees, specifically those required for special needs and if they could receive a price adjustment. Becky explained that the department is always looking at fees and any suggestions on how they can be kept fair and reasonable are always welcomed.



6.0

PUBLIC MEETING #3 RESULTS

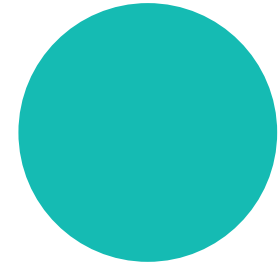
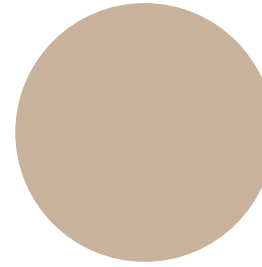
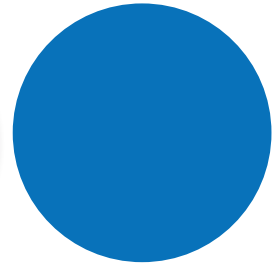
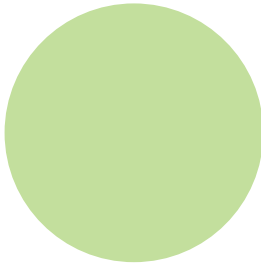


Public Meeting #3 Discussion:

09-22-10

- A member of the audience suggested that a Center for the Arts is needed.
- Another meeting attendee agreed that a Center for the Arts is needed and suggested integrating youth and adult interests into a true performing arts facility.
- The comment was made that more bike and skate parks needed. Additionally, it was stated that the existing facility at Foothills Park is overcrowded.
- A member council suggested that the plan could be promoting competing values between needing more shade and water conservation. She suggested utilizing alternative methods of shade (non trees) to promote conservation of water wherever possible.
- A gentleman in the audience, suggested that the current City of Phoenix Shade Master Plan could be used as a tool to both learn from and 'feed off'. He suggested that Glendale develop a separate shade master plan of its own.
- A question was posed regarding balancing the current economic conditions with a 10 year plan. Jeff Kratzke, Olsson Associates, explained that specific needs would be addressed through a series of short and long term goals.
- The suggestion was made that the top level of Adult Center was not being utilized properly.
- A comment was made regarding the lack of developmental disability support from the City of Glendale. She stated that the City lacks the types of programs and services that the City of Peoria provides.
- A member of council clarified that the Arts currently fit within the library system. She also explained that there is currently no timeline for completion of the 2nd floor of the Adult Center.
- There was a concern addressed regarding the equity mapping and not being able to meet the recommended facility needs. Brian Trusty, PROS Consulting, explained that the service areas and gaps outlined through the process should not be used as the sole source in determining the plan's recommendations.
- It was pointed out that sports fields at schools are not being used. The gates should be unlocked to allow access to residents until dusk.
- A comment in response was made, that in fact, the green open space at Landmark School is being utilized quite often by many different groups.
- A member of the audience expressed concern over the duplication of outdoor facilities throughout the city. She added that a really nice trail facility is needed to help with City wide connectivity.
- In response to the previous comment, a gentleman pointed out that the Paseo has miles of walking trails.

- It was noted that Park improvements should be made with a phased approach to minimize disruption of the entire facility, which would allow the neighborhood to continue to use the park.
- A comment was made there are not enough shared skate/bike facilities located within the City. The bike parks do not need to be large to be effective and small parts of existing parks could be used.
- A question was posed regarding the West Area Regional Park and why after 10 years, the lake has still not been constructed. It was explained, by a council member, that due to the economic climate, the allocated funds for some of the improvements have been moved to other projects.
- A member of the audience mentioned that a new bathroom and dog park expansion at Sahuaro Ranch Park are needed.
- The topic of the ADA Act Amendment and accommodating its different required modes of transportation, (ie, segways) was questioned. Jeff explained that designers are current on the latest requirements and will be able to design accessible routes to allow for their use.
- There was concern expressed that while the community waits on completion of parks like the WARP, that the design intent of the original plans should not be jeopardized.
- It was pointed out that Community Parks typically contain skate parks. They could be spread out and included within neighborhood parks as well.
- One meeting attendee expressed her gratitude for the process by saying, 'Thank you for doing this'.



7.0

ADDITIONAL MARKET PROFILE INFORMATION

● ADDITIONAL MARKET PROFILE INFORMATION

The following additional market profile information provides greater detail to the unique characteristics of residents of the City of Glendale. All data and statistics reported are provided by the U.S. 2000 Census and ESRI projections for 2010 and 2014.

- Household size is slightly increasing from 2000 to 2014. □

| | |
|-----------------------------|--------|
| 2000 Households | 75,700 |
| 2000 Average Household Size | 2.85 |
| 2010 Households | 84,743 |
| 2010 Average Household Size | 2.88 |
| 2014 Households | 90,920 |
| 2014 Average Household Size | 2.90 |

- Family size is slightly increasing from 2000 to 2014. □

| | |
|--------------------------|--------|
| 2000 Families | 54,384 |
| 2000 Average Family Size | 3.33 |
| 2010 Families | 58,285 |
| 2010 Average Family Size | 3.43 |
| 2014 Families | 61,313 |
| 2014 Average Family Size | 3.47 |

- There are more owner-occupied houses than renter-occupied houses, with a slight decrease in the proportion of owner occupied housing since 2000. Vacant housing appears to be on the rise since 2000.

| | |
|-------------------------------|--------|
| 2000 Housing Units | 79,667 |
| Owner Occupied Housing Units | 61.6% |
| Renter Occupied Housing Units | 33.4% |
| Vacant Housing Units | 5.0% |
| 2010 Housing Units | 90,429 |
| Owner Occupied Housing Units | 58.1% |
| Renter Occupied Housing Units | 35.6% |
| Vacant Housing Units | 12.5% |
| 2014 Housing Units | 96,888 |
| Owner Occupied Housing Units | 57.7% |
| Renter Occupied Housing Units | 36.1% |
| Vacant Housing Units | 6.2% |

□ Families are defined as one or more people living together, either married or of the same bloodline. Households are just one or more persons living in the same residence regardless of any family relations.

- o Median home value will grow by 34% from 2000 to 2014, while per capita income is projected to increase 36% in that period. These estimations are limited by the fact that they are based on linear regression projections calculated before the greatest effects of the 2007-2010 economic recession were realized. Presumably, the greatest disparity between these projections and current statistics is in median home value which has fallen dramatically in the last 24 to 36 months in the Phoenix metro area. Current statistics collected within the last 12 months were not available at the time of this study.

Median Home Value

| | |
|------|-----------|
| 2000 | \$113,349 |
| 2010 | \$141,518 |
| 2014 | \$152,334 |

Per Capita Income

| | |
|------|----------|
| 2000 | \$19,124 |
| 2010 | \$25,032 |
| 2014 | \$25,956 |

- o The gender ratio of Glendale residents is and will continue to be fairly balanced in the next five years.

2010 Population by Sex

| | |
|---------|-------|
| Males | 49.7% |
| Females | 50.3% |

2014 Population by Sex

| | |
|---------|-------|
| Males | 49.8% |
| Females | 50.2% |

- o Approximately 30% of the population in Glendale in 2010 has earned an Associate Degree or higher.

2010 Population Age 25+ by Educational Attainment

| | |
|------------------------------|----------------|
| Total | 151,795 |
| High School Graduate | 28.1% |
| Some College, No Degree | 26.0% |
| Bachelor's Degree | 14.2% |
| 9th - 12th Grade, No Diploma | 9.5% |
| Associate Degree | 8.2% |
| Graduate/Professional Degree | 7.5% |
| Less than 9th Grade | 6.4% |

- o Approximately 47% of the residents in Glendale over 15 years of age in 2010 are single, while 53% are married.

2010 Population Age 15+ by Marital Status

| | |
|---------------|---------|
| Total | 187,918 |
| Married | 52.9% |
| Never Married | 30.0% |
| Divorced | 12.2% |
| Widowed | 4.8% |

● GLENDALE RESIDENT CONSUMER SPENDING PATTERNS

2009 Consumer Spending shows the amount spent on a variety of goods and services by households that reside in the City of Glendale. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue. The Spending Potential Index represents the amount spent in the area relative to a national average of 100. In other words, the Spending Potential Index indicated in the table below for each spending area indicates the approximate percentage of the national average that Glendale residents spend in this category each year. Consumer Spending data are derived from the 2005 and 2006 Consumer Expenditure Surveys, Bureau of Labor Statistics.

| | |
|--|----------------------|
| Apparel & Services: Total \$ | \$155,926,087 |
| Average Spent | \$1,839.99 |
| Spending Potential Index | 73 |
| Computers & Accessories: Total \$ | \$20,414,905 |
| Average Spent | \$240.90 |
| Spending Potential Index | 106 |
| Education: Total \$ | \$109,119,268 |
| Average Spent | \$1,287.65 |
| Spending Potential Index | 103 |
| Entertainment/Recreation: Total \$ | \$278,142,341 |
| Average Spent | \$3,282.19 |
| Spending Potential Index | 101 |
| Food at Home: Total \$ | \$391,693,137 |
| Average Spent | \$4,622.13 |
| Spending Potential Index | 101 |
| Food Away from Home: Total \$ | \$293,548,375 |
| Average Spent | \$3,463.98 |
| Spending Potential Index | 104 |
| Health Care: Total \$ | \$303,732,477 |
| Average Spent | \$3,584.16 |
| Spending Potential Index | 95 |
| Household Furnishings & Equip: Total \$ | \$171,203,013 |
| Average Spent | \$2,020.26 |

| | |
|--|------------------------|
| Spending Potential Index | 93 |
| Investments: Total \$ | \$110,704,563 |
| Average Spent | \$1,306.36 |
| Spending Potential Index | 91 |
| Retail Goods: Total \$ | \$2,131,323,058 |
| Average Spent | \$25,150.43 |
| Spending Potential Index | 98 |
| Shelter: Total \$ | \$1,394,087,202 |
| Average Spent | \$16,450.77 |
| Spending Potential Index | 105 |
| TV/Video/Sound Equipment: Total \$ | \$105,664,999 |
| Average Spent | \$1,246.89 |
| Spending Potential Index | 103 |
| Travel: Total \$ | \$157,567,053 |
| Average Spent | \$1,859.35 |
| Spending Potential Index | 101 |
| Vehicle Maintenance & Repairs: Total \$ | \$80,863,184 |
| Average Spent | \$954.22 |
| Spending Potential Index | 102 |

These statistics indicate that among consumer spending of Glendale residents, spending on entertainment and recreation ranks as the sixth (6th) highest spending category out of 14 total categories. Average consumer spending of \$3,282 on entertainment and recreation equates to approximately 5% of total consumer spending (\$67,309). The top six spending categories are detailed in the table below.

| Spending Category | Annual Total \$ Spent |
|--------------------------|-----------------------|
| Retail Goods | \$2,131,323,058 |
| Shelter | \$1,394,087,202 |
| Food at Home | \$391,693,137 |
| Health Care | \$303,732,477 |
| Food Away from Home | \$293,548,375 |
| Entertainment/Recreation | \$278,142,341 |

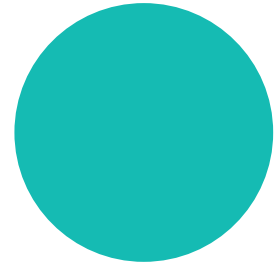
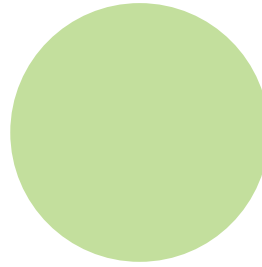
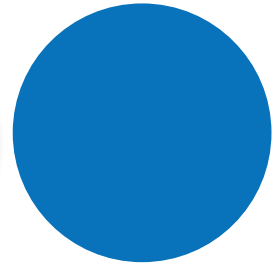
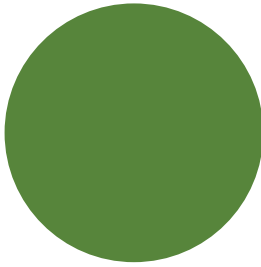
● GLENDALE RESIDENT RECREATION SPENDING PATTERNS

The 2009 Recreation Spending table below shows the annual amount spent on a variety of goods and services directly attributed to recreation and leisure by households that reside in City of Glendale. The Spending Potential Index (SPI) is household-based and represents the amount spent for a product or service relative to a national average of 100. Recreation Spending data are derived from the 2005 and 2006 Consumer Expenditure Surveys, Bureau of Labor Statistics.

| | SPENDING POTENTIAL INDEX | AVERAGE AMOUNT SPENT | TOTAL |
|--|--------------------------------|----------------------------|---------------------|
| Entertainment/Recreation Fees and Admissions | 103 | \$644.73 | \$54,636,760 |
| Membership Fees for Social/Recreation/Civic Clubs | 101 | \$172.50 | \$14,617,885 |
| Admission to Movies, Theater, Opera, Ballet | 107 | \$162.34 | \$13,757,374 |
| Fees for Recreational Lessons | 103 | \$134.17 | \$11,369,986 |
| Fees for Participant Sports, excluding Trips | 104 | \$114.68 | \$9,718,067 |
| Admission to Sporting Events, excluding Trips | 103 | \$60.31 | \$5,110,750 |
| Rental of Video Cassettes and DVDs | 111 | \$48.96 | \$4,148,715 |
| Dating Services | 94 | \$0.74 | \$62,698 |
| Recreational Vehicles and Fees | 87 | \$309.65 | \$26,240,288 |
| Purchase of RVs or Boats | 85 | \$252.28 | \$21,379,358 |
| Camp Fees | 101 | \$42.09 | \$3,566,573 |
| Docking and Landing Fees for Boats and Planes | 96 | \$7.98 | \$676,485 |
| Rental of RVs or Boats | 105 | \$7.29 | \$617,872 |
| Reading | 96 | \$156.80 | \$13,287,928 |
| Books | 101 | \$77.66 | \$6,581,219 |
| Magazine/Newspaper Subscriptions | 92 | \$60.45 | \$5,122,297 |
| Magazine/Newspaper Single Copies | 94 | \$18.70 | \$1,584,412 |
| Sports, Recreation and Exercise Equipment | 79 | \$156.34 | \$13,248,952 |
| Exercise Equipment and Gear, Game Tables | 75 | \$75.29 | \$6,380,351 |
| Hunting and Fishing Equipment | 64 | \$25.07 | \$2,124,243 |
| Bicycles | 112 | \$20.80 | \$1,763,005 |
| Other Sports Equipment | 101 | \$11.08 | \$939,361 |
| Camping Equipment | 57 | \$7.49 | \$634,923 |
| Water Sports Equipment | 92 | \$6.74 | \$571,019 |
| Winter Sports Equipment | 98 | \$5.94 | \$503,219 |
| Rental/Repair of Sports/Recreation/Exercise Equipment | 98 | \$3.93 | \$332,831 |
| Toys & Games | 106 | \$138.64 | \$11,748,861 |
| Toys and Playground Equipment | 106 | \$133.43 | \$11,306,977 |
| Play Arcade Pinball/Video Games | 97 | \$2.63 | \$222,879 |
| Online Entertainment and Games | 113 | \$2.58 | \$219,005 |
| Photographic Equipment and Supplies | 102 | \$119.17 | \$10,098,407 |
| Photographic Equipment | 106 | \$49.39 | \$4,185,240 |
| Photographer Fees/Other Supplies & Equip Rental/Repair | 102 | \$33.33 | \$2,824,895 |
| Film Processing | 98 | \$25.51 | \$2,161,673 |
| Film | 95 | \$10.93 | \$926,599 |

These statistics indicate that average recreational spending among Glendale residents is consistent with supporting enhanced facilities, programs and services that may be accompanied with fees for use. To demonstrate this point, it is noted that the 2nd, 4th and 6th highest spending areas out of 29 are aligned with the areas of service that would typically involve public park and recreation facilities and programs. The table below details these annual spending areas. Areas highlighted in green are pertinent for public park and recreation services.

| Spending Area | Avg. Household Annual Spending |
|---|---------------------------------------|
| Purchase of RVs or Boats | \$252.28 |
| Membership Fees for Social/Recreation/Civic Clubs | \$172.50 |
| Admission to Movies, Theater, Opera, Ballet | \$162.34 |
| Fees for Recreational Lessons | \$134.17 |
| Toys and Playground Equipment | \$133.43 |
| Fees for Participant Sports, excluding Trips | \$114.68 |



8.0

REGIONAL, STATEWIDE AND NATIONAL TRENDS

● RECREATION IN CENTRAL ARIZONA (MARICOPA COUNTY)

The 2008 Statewide Comprehensive Outdoor Recreation Plan (SCORP) study explored potential regional distinctions between opinions and perceived public need. Survey respondents were distinguished by their place of residence within regions identified as Council of Government (COG) regions. The City of Glendale is included within Maricopa County in the 2008 SCORP Report as the Maricopa Association of Governments (MAG).

The setting of MAG is described in the SCORP Report as:

This metropolitan area is the state's major center of political and economic activity. The county is home to a growing high-tech industry, manufacturing and agricultural industries, 15 institutions of higher learning and the center for most state and federal government offices. The north and eastern portions are characterized by heavy urban development dotted with desert hills, many dedicated as nature preserves. The extreme eastern part rises in elevation to 7,657 feet at Four Peaks. The southwestern area is primarily low desert valleys and irrigated agriculture, but future growth plans are being developed for much of the county. □

Given the breadth and variety of resources in Maricopa County, there are numerous recreational opportunities and interests that are clearly identified among residents and visitors to the area. Survey results associated with the 2008 SCORP report reveal intriguing trends regionally that are related from the statewide results summarized previously. The tables below, and on the following page, detail the outdoor recreation activities in the MAG region with the largest mean number of days spent engaged in these activities by residents over the last 12 months in comparison to the statewide results. ♦

| MAG REGION | Popularity Rank | ACTIVITY | ANNUAL MEAN PARTICIPATION DAYS | ARIZONA STATEWIDE | Popularity Rank | ACTIVITY | ANNUAL MEAN PARTICIPATION DAYS |
|------------|-----------------|--|--------------------------------|-------------------|-----------------|--|--------------------------------|
| | 1 | Playing a sport: baseball, football, soccer | 41.46 | | 1 | Playing a sport: baseball, football, soccer | 34.25 |
| | 2 | Hiking, backpacking, jogging | 25.01 | | 2 | Hiking, backpacking, jogging | 27.68 |
| | 3 | Riding a bicycle, mountain bike or horse | 18.27 | | 3 | Driving for pleasure/ sightseeing | 22.90 |
| | 4 | Driving for pleasure/ sightseeing | 16.69 | | 4 | Riding a bicycle, mountain bike or horse | 17.62 |
| | 5 | Visiting a park, natural area or cultural area | 11.98 | | 5 | Visiting a park, natural area or cultural area | 12.65 |
| | 6 | Attending an outdoor event | 10.86 | | 6 | Visiting a wilderness area or nature preserve | 12.25 |
| | 7 | Visiting a wilderness area or nature preserve | 7.74 | | 7 | Attending an outdoor event | 11.13 |
| | 8 | Picnicking | 7.21 | | 8 | Picnicking | 9.49 |
| | 9 | Canoe, kayak, swim in a natural setting | 5.62 | | 9 | Off-road driving: ATV, dirt bike, 4-wheeling | 8.93 |
| | 10 | Fishing | 5.10 | | 10 | Canoe, kayak, swim in a natural setting | 7.26 |

□ Arizona State Parks. 2007. Arizona 2008 Statewide Comprehensive Outdoor Recreation Plan (SCORP). p. 122.

♦ Arizona State Parks. 2007. Arizona 2008 Statewide Comprehensive Outdoor Recreation Plan (SCORP). p. 172.

There are notable differences between the recreational preferences of residents in the MAG region from those that are identified as statewide trends. The first point of distinction is that the residents surveyed in Maricopa County are spending an average of 14.22 less days per year participating in the top 10 outdoor recreation activities than their statewide counterparts. Despite this dramatic decrease in mean participation days in Maricopa County from the statewide results, it is notable that residents of the MAG region participate in organized league sports as much as a week more per year than their statewide counterparts. The specific outdoor recreation activities in which there are participation differences of three days or more between MAG and statewide residents are detailed in the table below.[○]

| ACTIVITY | MAG PARTICIPATION DAYS | ARIZONA PARTICIPATION DAYS | DIFFERENCE |
|---|------------------------|----------------------------|------------|
| Playing a sport: baseball, football, soccer | 41.46 | 34.25 | 7.21 |
| Visiting a wilderness area or nature preserve | 7.74 | 12.25 | -4.51 |
| Driving for pleasure/sightseeing | 16.69 | 22.90 | -6.21 |

These differences can assist City of Glendale policy makers and staff of the Glendale Parks and Recreation Department to better understand what distinguishes the recreation preferences of their residents from those exhibited by residents statewide. It is clear that residents in Maricopa County spent significantly more time participating in organized sports than their statewide counterparts and significantly less time visiting wilderness areas and nature preserves. Public investment and resource development specifically in the MAG region should work to appropriately reflect these differences in preferences based upon the survey results associated with the 2008 SCORP Report, as well as the statistically-valid 2010 community survey of Glendale residents specifically facilitated in accordance with this project.

In this report, the surveys associated with the 2008 SCORP respondents were asked to characterize which activities they believed they would participate in more of (increased participation) over the next five years. The results from these responses were also organized regionally and yielded a ranking of potential demand for specific outdoor recreation activities.[♦] The table on the following page compares the top 10 activities and the corresponding percentage of respondents in the MAG region to the statewide results detailing activities with the highest percentages of projected increased participation over the next five years.[□]

[○]Arizona State Parks. 2007. Arizona 2008 Statewide Comprehensive Outdoor Recreation Plan (SCORP). p. 157; 172.

[♦] Arizona State Parks. 2007. Arizona 2008 Statewide Comprehensive Outdoor Recreation Plan (SCORP). p. 160.

[□] Arizona State Parks. 2007. Arizona 2008 Statewide Comprehensive Outdoor Recreation Plan (SCORP). p. 173.

| MAG REGION | Popularity Rank | ACTIVITY | PERCENTAGE OF RESPONDANTS | ARIZONA STATEWIDE | Popularity Rank | ACTIVITY | PERCENTAGE OF RESPONDANTS |
|------------|-----------------|--|---------------------------|-------------------|-----------------|--|---------------------------|
| | 1 | Attend an outdoor event | 53.1 % | | 1 | Attend an outdoor event | 48.6% |
| | 2 | Visiting a wilderness area or nature preserve | 52.5% | | 2 | Visiting a park, natural area or cultural area | 47.9% |
| | 3 | Visiting a park, natural area or cultural area | 50.5% | | 3 | Visiting a wilderness area or nature preserve | 47.4% |
| | 4 | Hiking, backpacking, jogging | 46.0% | | 4 | Riding a bicycle, mountain bike or horse | 40.6% |
| | 5 | Picnicking | 44.0% | | 5 | Hiking, backpacking, jogging | 38.4% |
| | 6 | Riding a bicycle, mountain bike or horse | 40.4% | | 6 | Riding a bicycle, mountain bike or horse | 36.5% |
| | 7 | Nature study or educational activity | 38.9% | | 7 | Driving for pleasure/ sightseeing | 34.1% |
| | 8 | Play a sport: baseball, football, soccer | 37.3% | | 8 | Nature study or educational activity | 34.0% |
| | 9 | Participate in winter sports/ activities | 35.2% | | 9 | Play a sport: baseball, football, soccer | 33.7% |
| | 10 | Driving for pleasure/ sightseeing | 34.6% | | 10 | Fishing | 33.3% |

The most notable result of this comparison is the consistency between residents statewide and MAG region residents on the top three outdoor recreation activities that are projected to experience the highest rate of growth in the next five years.[□] Attending an outdoor event; visiting a wilderness area or nature preserve and visiting a park, natural area or cultural area were consistently identified as outdoor activities in which greater than 50% of the population in Maricopa County plan to increase their participation in the upcoming five years.

It is notable that on the whole, a higher number of respondents in the MAG region expect to participate in more of these top 10 outdoor recreation activities in the next five years than their statewide counterparts. However, the differences between these projections are not substantial. This could be indication of a growing “leisure literacy” and increased desire to participate in recreational activities among residents of the largest urbanized area in the state.

[□] Arizona State Parks. 2007. Arizona 2008 Statewide Comprehensive Outdoor Recreation Plan (SCORP). p. 173.

● RECREATION IN ARIZONA

Blessed with a vast physiographic canvas, Arizonan's recreational opportunities are nearly limitless. Mountains, deserts, large metropolitan areas and small towns all offer the prospect of recreation. With a large inventory of parklands and other venues, the market for outdoor recreation reaches beyond local residents and state borders. According to the Outdoor Industry Foundation outdoor recreation in Arizona supports 82,000 jobs across the state, generates nearly \$350 million in annual state tax revenues and produces almost \$5 billion in annual retail sales and services. Of the major active outdoor recreation activities surveyed by the Outdoor Industry Foundation, the most participated in activities were bicycling, trail usage, camping and wildlife viewing as seen in the table below.[□]



| ACTIVITIES | NUMBER OF PARTICIPANTS | PERCENT OF POPULATION |
|---|------------------------|-----------------------|
| Arizonan Participation in Active Outdoor Recreation Activities[□] | | |
| Trails: Backpacking, hiking, rock climbing and running | 1,164,256 | 27% |
| Bicycling: Paved road and off-road | 1,151,671 | 27% |
| Camping: RV, tent and rustic lodging | 1,067,921 | 25% |
| Wildlife viewing: Birding, etc. [○] | 1,098,000 | 24% |
| Fishing: Fly and non-fly | 339,417 | 7% |
| Paddling: Canoeing, kayaking and rafting | 320,680 | 7% |
| Snow sports: Skiing, snowboarding and snowshoeing | 284,229 | 7% |
| Hunting: Firearms and bow | 116,977 | 3% |

[□] Outdoor Industry Foundation, The Active Outdoor Recreation Economy, Boulder, Colorado. Fall 2006.

[○] Wildlife participation based upon persons aged 16 and above

The 2008 State Comprehensive Outdoor Recreation Plan (SCORP) completed by Arizona State Parks identified priority outdoor recreation issues based upon extensive public input and study of recent trends in the state. This plan is a five-year update that serves as the state's outdoor recreation policy guide. The 2008 SCORP outlines nine priority issues to drive recreation and open space policy in Arizona over the next five years:

1. Secure sustainable funding for planning, land acquisition, construction, maintenance, operations and staffing to meet the recreation needs of Arizona's residents and visitors
2. Plan for population growth and secure open space to meet increasing demand for recreational opportunities and preservation of appropriate open space
3. Resolve conflicts that are developing between recreationalists and various user groups with diverse interests, as well as managing impacts of recreation on the natural resources of the state
4. Improve collaborative planning and partnerships to reduce confusion and inconsistencies prevalent to recreation opportunities and regulations
5. Respond to the needs of special populations and changing demographics in Arizona
6. Fill in the gaps that exist between the increasing demand for recreational opportunities and supply of those opportunities by local communities and the state
7. Secure access to public lands and across State Trust lands that is being challenged by new residential developments, closures of private and State Trust lands, the capacity of the statewide transportation infrastructure and the limits of natural resources while providing appropriate public education regarding land stewardship, environmental ethics and responsible use
8. Protect Arizona's natural and cultural resources being threatened by increased human activity including recreational impacts, as well as natural events being amplified by human influences like wildfires, flooding, erosion and pollution
9. Improve communication and education of the public on recreation areas, access points and opportunities, Arizona's unique environments and responsible use[○]

The 2008 SCORP utilized a statewide survey to determine prevailing recreation trends among Arizonans. Among other findings, this survey identified the 10 most popular outdoor recreation activities defined by the largest mean number of days each Arizonan spent engaged in these activities over the last 12 months.[♦] These top 10 activities are detailed in the table below, alongside their corresponding mean participation days per year.[♦]

| ACTIVITY | MEAN ANNUAL PARTICIPATION DAYS | ACTIVITY | MEAN ANNUAL PARTICIPATION DAYS |
|--|--------------------------------|---|--------------------------------|
| Play a sport: baseball, football, soccer | 34.25 | Visiting a wilderness area or nature preserve | 12.25 |
| Hiking, backpacking, jogging | 27.68 | Attending an outdoor event | 11.13 |
| Driving for pleasure/sightseeing | 22.90 | Picnicking | 9.49 |
| Riding a bicycle, mountain bike or horse | 17.62 | Off-road driving: ATV, dirt bike, 4-wheeling | 8.93 |
| Visiting a park, natural area or cultural area | 12.65 | Canoe, kayak, swim in a natural setting | 7.26 |

[○] Arizona State Parks. 2007. Arizona 2008 Statewide Comprehensive Outdoor Recreation Plan (SCORP). p. xiv – xv.

[♦] Arizona State Parks. 2007. Arizona 2008 Statewide Comprehensive Outdoor Recreation Plan (SCORP). p. 57.

Additionally this survey asked respondents to identify which activities they believed they would participate in most over the next five years. The results from these responses yielded a ranking of activities that represent the future demand for specific outdoor recreation activities.[□] The table below details the top 10 activities based upon the corresponding percentage of respondents who stated they would participate in more of that activity over the next five years.[□]

| ACTIVITY | PERCENTAGE OF RESPONDENTS | ACTIVITY | PERCENTAGE OF RESPONDENTS |
|--|---------------------------|--|---------------------------|
| Attend an outdoor event | 48.6% | Riding a bicycle, mountain bike or horse | 36.5% |
| Visiting a park, natural area or cultural area | 47.9% | Driving for pleasure/sightseeing | 34.1% |
| Visiting a wilderness area or nature preserve | 47.4% | Nature study or educational activity | 34.0% |
| Picnicking | 40.6% | Play a sport: baseball, football, soccer | 33.7% |
| Hiking, backpacking, jogging | 38.4% | Fishing | 33.3% |

● RECREATION IN AMERICA

The understanding of outdoor recreation trends in America has evolved significantly over the past four decades since the first national survey was conducted in 1960 by the congressionally created Outdoor Recreation Resources Review Commission (ORRRC). Since that time, a long series of statistics have been gathered through seven reiterations of the National Survey on Recreation and the Environment (NSRE) that identify notable trends in participation and the evolution of new forms of recreation activities enjoyed by Americans. The most recent of these updated reports was from the NSRE conducted in 2003-2004. Participation in 37 outdoor recreation activities were evaluated in this study.[○]

Those activities with the greatest relevance to Glendale are presented in the tables below. Participation is measured in millions of people and percentage of total U.S. population.[○]

| ACTIVITY | PARTICIPATION (MILLIONS) | PERCENT OF POPULATION |
|--------------------------------------|--------------------------|-----------------------|
| Trail, Street or Road Activities | 188.2 | 88.3 |
| Traditional Social Activities | 171.8 | 80.6 |
| Viewing and Photographing Activities | 157.5 | 73.9 |
| Viewing and Learning Activities | 143.4 | 67.3 |
| Swimming Activities | 130.6 | 61.3 |
| Outdoor Adventure Activities | 118.7 | 55.7 |
| Outdoor Team Sports | 48.4 | 22.7 |

□ Arizona State Parks. 2007. [Arizona 2008 Statewide Comprehensive Outdoor Recreation Plan \(SCORP\)](#). p. 160.

○United States Department of Agriculture, U.S. Forest Service. 2003-2004. [National Survey of Recreation and the Environment](#).

Supporting these statistics are the findings from the recently completed *Outdoor Recreation Participation Report 2009*, conducted in 2009 by the Outdoor Industry Foundation. During January and February 2009 a total of 41,500 online interviews were carried out with a nationwide sample of individuals and households from the U.S. Online Panel operated by Synovate. A total of 15,013 individual and 26,487 household surveys were completed. The total panel has over one million members and is maintained to be representative of the US population.

Oversampling of ethnic groups took place to boost the response from typically under-responding groups. A weighting technique was used to balance the data to reflect the total U.S. population aged six and above. The following variables were used: gender, age, income, household size, region and population density. The total population figure used was 279,568,000 people aged six and above. The report details participation among all Americans, youth, young adults and adults.

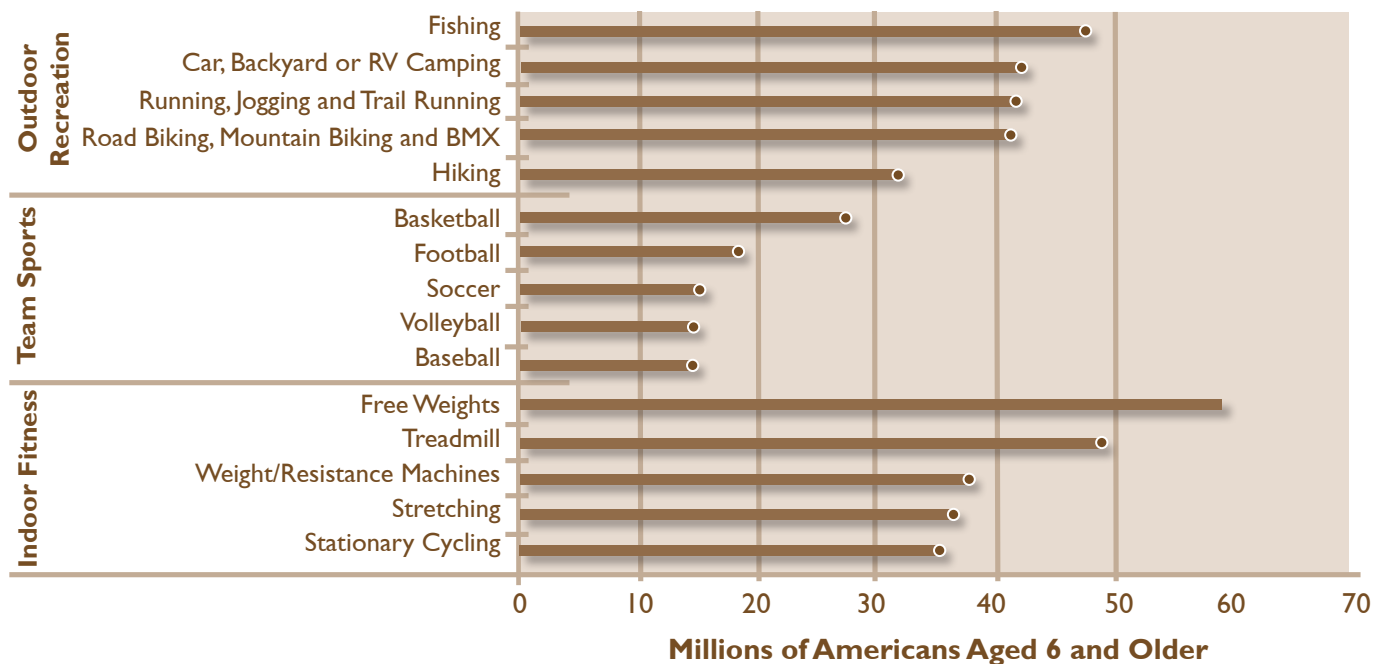
From these results, a current and accurate picture of outdoor recreation participation trends can be ascertained. Below are some of the key findings associated with this report.[○]

● PARTICIPATION IN OUTDOOR, NATURE-BASED ACTIVITIES

An interesting note for many public park and recreation agencies whose facilities and programs are heavily geared toward traditional and team sports, the largest areas of overall participation and growth in participation are in outdoor, non-traditional sports and activities. An example of this is the finding that participation in mountain biking and trail running increased by 10.2% and 15.2% respectively from 2007 to 2008, while participation in road biking decreased by 2.1% and road running/jogging only increased by 0.2% over the same period.

A graph of participation in the most popular recreation activities grouped as outdoor recreation, team sports and indoor fitness is provided below. This data indicates that in 2009 team sport participation is considerably less than outdoor recreation and indoor fitness activities.

AMERICAN PARTICIPATION IN THE MOST POPULAR RECREATION ACTIVITIES (2009)

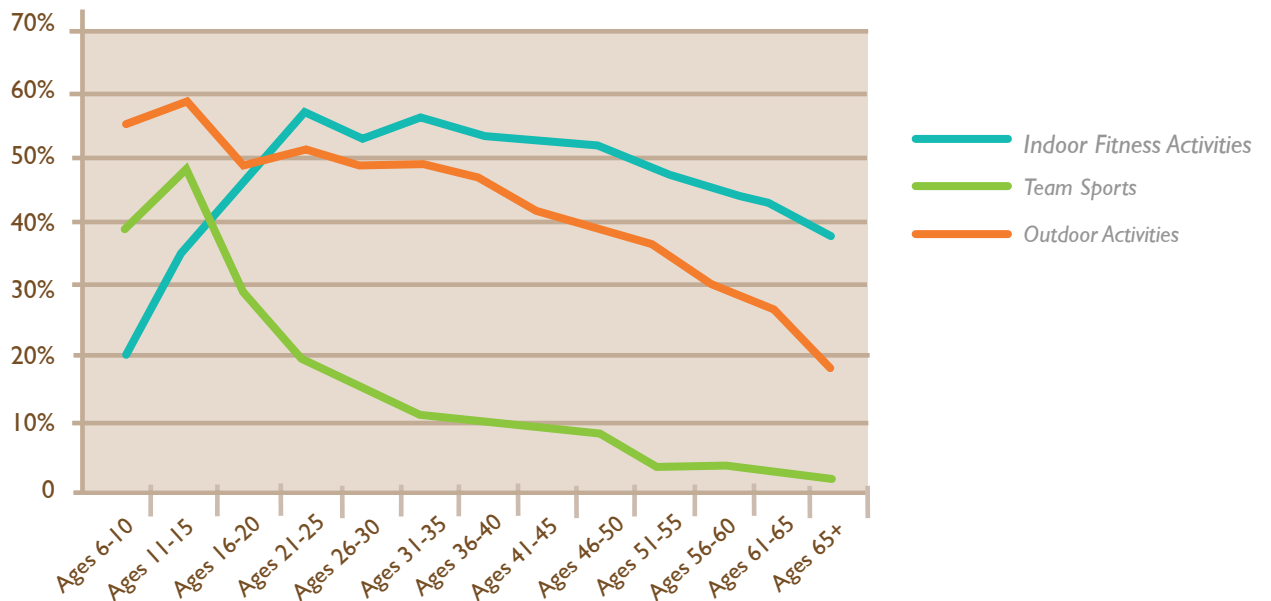


[○] Outdoor Industry Foundation. *Outdoor Recreation Participation Study: 2009*, 11th Edition. Boulder, Colorado, 2009.

The graphs below detail the life cycle participation in recreational pursuits in both female and male participants, as identified in the *Outdoor Recreation Participation Report 2009*. These trends can help to determine which areas of focus and categories of recreational activities are going to appeal best to different age segments by gender among residents of Glendale.○

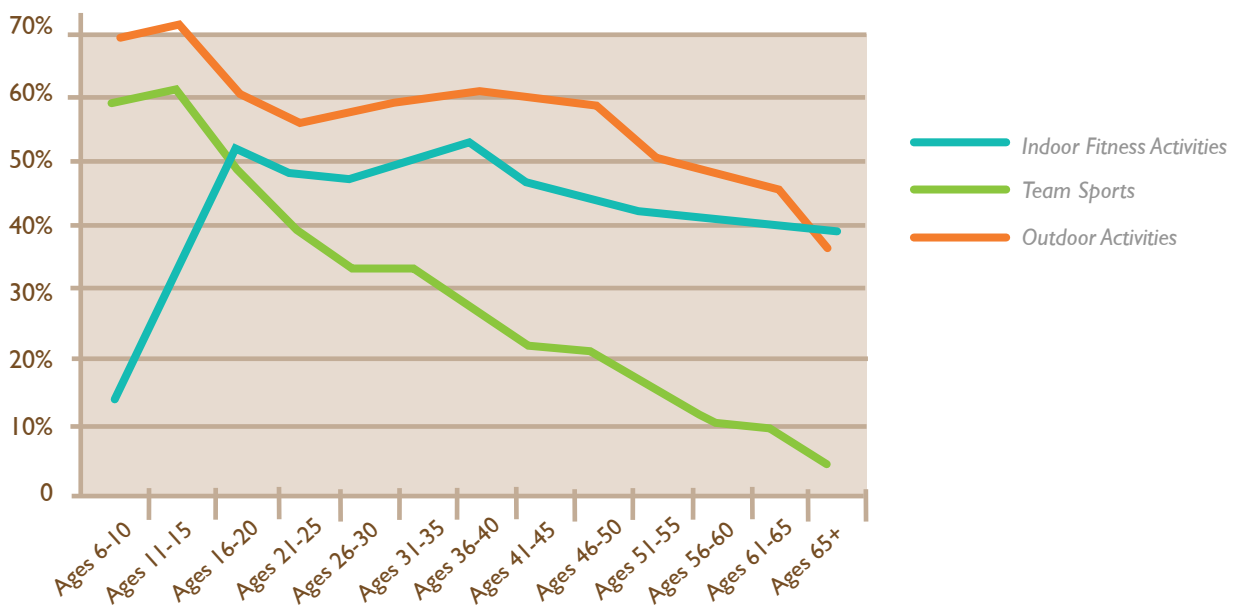
PARTICIPATION LIFE CYCLES:

Females



PARTICIPATION LIFE CYCLES:

Males



○ Outdoor Industry Foundation. *Outdoor Recreation Participation Study: 2009*, 11th Edition. Boulder, Colorado, 2009.

● RECREATION TRENDS IN TRADITIONAL TEAM SPORTS

To better understand potential user tendencies in team sports, participation data for selected activities were chosen and analyzed. *The Superstudy of Sports Participation* published by American Sports Data, Inc. evaluates national trends based on a national consumer mail survey of 30,000 adults and children. It compares changes in participation during the past one (1), five (5), seven (7) and eighteen (18) years. This report uses the Superstudy analysis of long-term participation changes.

Traditional sports play an important role in American society and have for many years. By teaching values like teamwork, discipline and physical fitness, sports have many Americans build a healthy lifestyle. The sport that evokes more nostalgia among Americans than any other is baseball. So many people play the game as children and grow to become devout followers of the professional game that it has become known as “the national pastime.” However, based on participation, baseball has experienced a seventeen percent decrease in the participation base between 1998 and 2005. Basketball, a game originating in the U.S., has the highest participation rate among the traditional “bat and ball” sports, with nearly 32 million estimated participants. This popularity is attributed to the ability to compete with a small number of participants, the limited equipment necessary to participate and the limited space required to play. In fact, basketball is the only traditional sport that can be played at the majority of American dwellings.[♦]

Tradition notwithstanding, the five- and seven-year trend data show that all sports except lacrosse and tennis have experienced declines. The decline for most sports is a double digit percentage decrease in participation. Although traditional “bat and ball” sports have seen a steady decrease in annual participation over the past few years, the sheer numbers of total participants make these activities vital for most communities. Total participation among the “bat and ball” activities accumulated nearly 141 million (140,935,000) participation days in 2005.[♦]

● PARTICIPATION TRENDS BY AGE

The Outdoor Industry Association identifies two major generational categories in the U.S.: Baby Boomers (born between 1946 and 1964) and Millennials (born between 1978 and 2003). These two generational cohorts have distinct differences in their preferences for an active lifestyle. Baby Boomers have shed the image of the relaxed, sedentary lifestyle of generations past and pursue a more active form of “retirement.” Many Boomers continue the active and healthy lifestyle they converted to in mid-life, as evidenced by the increasing number of seniors who participate in the fitness industry.[○] Scott Parmelee, publisher of *Outside Magazine*, describes a Boomer as a “hybrid person” who enjoys “less strenuous” activities while still connecting with nature and the outdoors.[○]

While many Boomers use outdoor experiences for personal growth, the Millennials seek the thrill. Millennials pioneered adventure and extreme sports and have been most responsible for the decline in the traditional “bat and ball” sports leagues targeting young adults. They elect less structured activities such as skateboarding, rock climbing and mountain biking, in place of organized youth activities like baseball, football and soccer.

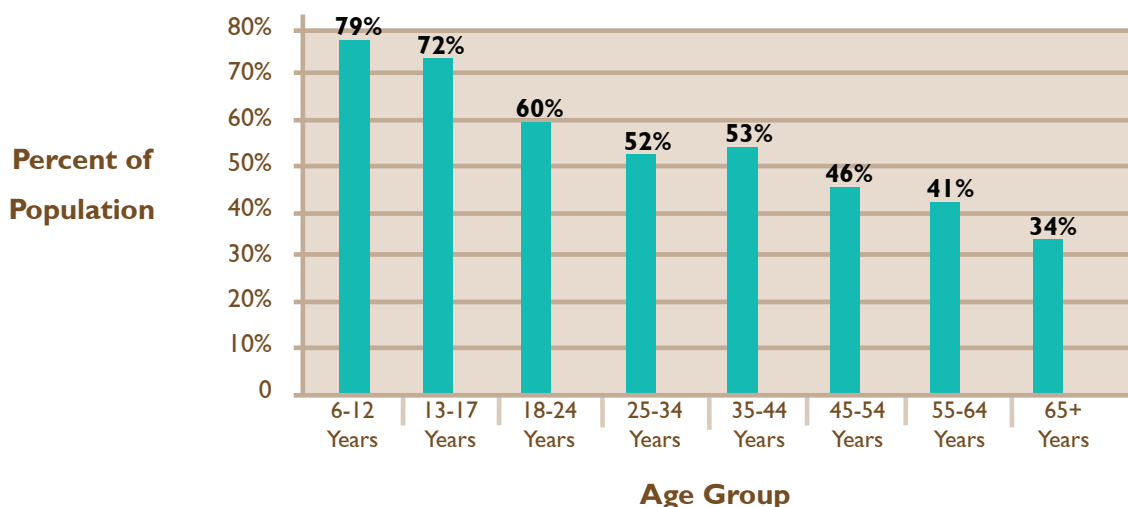
In recent years, the Outdoor Industry Foundation (OIF), a 501(c)3 organization chartered to research trends and support growth of the outdoor industry, has produced annual reports of the state of the industry and outdoor recreation participation. In early 2007, OIF surveyed 60,169 households from a representative sample that reflects the demographic and socioeconomic composition of the United States to determine the highlights of current outdoor recreation trends in America. Results from this survey were published as *The Next Generation of Outdoor Participants – 2005/2006* by the OIF in late 2007.

♦ American Sports Data Inc. *Superstudy of Sports Participation (Vol. 2)*. Courtland Manor, New York. 2005.

○ Outdoor Industry Association. *State of Industry Report: 2006*. Boulder, Colorado. 2006.

This report finds that participation in outdoor activities, at least once per year, drops off dramatically with age. Seventy-nine percent (79%) of respondents aged 6 – 12 years reported participating at least once, in one of the 35 outdoor recreation activities polled, while only 34% of respondents aged 65 years and older reported the same level of participation. This is illustrated in the graph below. ♦

PARTICIPATION IN OUTDOOR RECREATION AT LEAST ONCE PER YEAR



Americans are exposed to, and participate in outdoor recreation activities considerably more when they are younger♦ and therefore, it is critical to understand the preferences of our young recreationists to stay aligned with evolving trends. The top five outdoor recreation activities by frequency of outings, in 2006 and in 2008, of Americans aged 6 to 24 years are detailed in the table below. Note the general consistency over the two-year period.

| Top Five Outdoor Recreation Activities in 2006♦ | Top Five Outdoor Recreation Activities in 2008□ |
|---|---|
| 1. Bicycling | 1. Bicycling |
| 2. Running/jogging/trail running | 2. Running/jogging/trail running |
| 3. Skateboarding | 3. Skateboarding |
| 4. Fishing | 4. Fishing |
| 5. Wildlife viewing | 5. Car and backyard camping |

The tables below detail the participation in these top five outdoor recreation activities in 2008 for all Americans aged 6 and older, as well as, the top five team sport activities and top five indoor recreation activities participated in during the same year.♦

OUTDOOR RECREATION ACTIVITIES - ALL PERSONS AGED 6+□

| ACTIVITY | % OF AMERICANS | TOTAL PARTICIPANTS |
|--|----------------|--------------------|
| Freshwater, salt water and fly fishing | 17% | 48.2 million |
| Car, backyard and RV camping | 15% | 42.4 million |
| Running, jogging and trail running | 15% | 42.1 million |
| Road biking, mountain biking and BMX | 15% | 41.5 million |
| Hiking | 12% | 32.5 million |

♦ Outdoor Industry Foundation. *The Next Generation of Outdoor Participants – 2005/2006*. Boulder, Colorado. 2007

□ Outdoor Industry Foundation. *Outdoor Recreation Participation Study: 2009*, 11th Edition. Boulder, Colorado, 2009.

TEAM SPORT ACTIVITIES - ALL PERSONS AGED 6+[□]

| ACTIVITY | % OF AMERICANS | TOTAL PARTICIPANTS |
|-------------------------------------|----------------|--------------------|
| Basketball | 9% | 26.3 million |
| Football (touch, tackle and flag) | 7% | 18.9 million |
| Soccer (indoor and outdoor) | 6% | 15.6 million |
| Volleyball (court, grass and beach) | 5% | 15.2 million |
| Baseball | 5% | 15.0 million |

INDOOR RECREATION ACTIVITIES - ALL PERSONS AGED 6+[□]

| ACTIVITY | % OF AMERICANS | TOTAL PARTICIPANTS |
|----------------------------|----------------|--------------------|
| Free weights | 21% | 58.9 million |
| Treadmill | 18% | 49.4 million |
| Weight/resistance machines | 14% | 38.4 million |
| Stretching | 13% | 36.3 million |
| Stationary cycling | 12% | 34.7 million |

On the older end of the age spectrum, active retirees are one of the largest emerging markets for the recreation and tourism industry. Retirees 65 and older remain active in many activities well into their senior years. Just under 35 million Americans or about one of every eight persons (12.4%), were 65 years or older at the time of the 2000 Census. Over 90 percent of these older Americans are retired, almost all are retired by age 75.

Data was gathered from the National Survey on Recreation and the Environment (NSRE). For purposes of this study, retirees were divided into three age groups, 65 to 74, 75 to 84 and 85 and above. Across all the activities surveyed, with the exceptions being gardening or landscaping for pleasure, the percentage of retirees who participate in an activity is less for persons aged 65 and older than for those under age 65. With a few exceptions among activities, participation percentage falls from age 65 to age 85 and above. For the more passive activities, such as walking, family gatherings outdoors, sightseeing and viewing/photographing wildlife and flowers, the decrease with age is gradual. With the more physically demanding activities, like swimming, hiking and mountain biking, the decrease in percentage participating sharply increases with age. However, some percentage of even the oldest retirees participates across most activities, regardless of how physically demanding they are.

Although age does play a role in the ability to participate in all activities, eleven activities surveyed by NSRE remain popular among aging Americans over 65 years of age:[○]

- Walking for pleasure
- Family gatherings
- Gardening and landscaping for pleasure
- View/photograph natural scenery
- Visit nature centers, etc.
- Driving for pleasure
- Picnicking
- Sightseeing
- Visit historic sites
- View/photograph wildlife
- View/photograph wildflowers, trees, etc.

As the retiree population grows in future years, accessible opportunities to these popular activities by active, older adults should be accommodated.

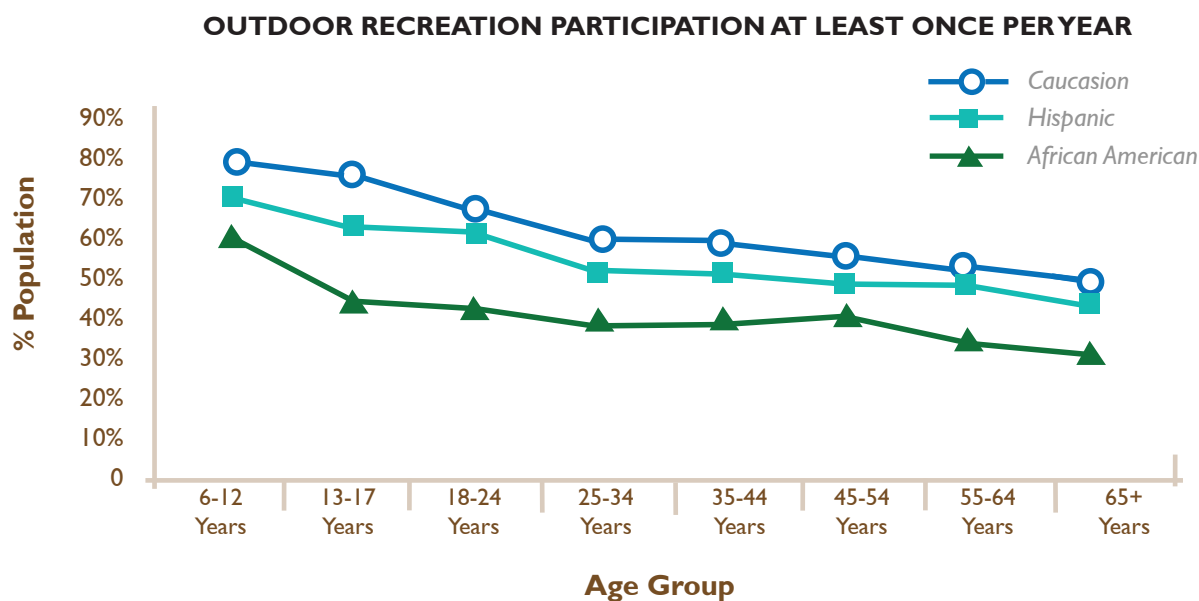
[□] Outdoor Industry Foundation. Outdoor Recreation Participation Study: 2009, 11th Edition. Boulder, Colorado, 2009.

[○] United States Department of Agriculture, U.S. Forest Service. National Survey of Recreation and the Environment, 2003-2004.

● RECREATION TRENDS BY RACE

It has long been noted by park and recreation practitioners that participation of Caucasian (Whites not of Hispanic Origin) in outdoor recreation activities is far greater than that of the other major racial groups, especially African-Americans.^{♦□} Whereas there has been no explanation that is widely accepted among scholars, there are notable trends that were revealed in research that can assist park and recreation planners in understanding facility and program priorities that better engage minorities in the outdoors.

The studies that are cited in this report to better understand recreation trends by race, are those of the Outdoor Industry Foundation and the *Park and Recreation Trends in California – 2005* report which was published by the State of California Resources Agency. The California report is utilized to examine racial participation trends in traditional recreation activities because it is one of the more recent and comprehensive review of racial participation statistics available for states and communities with racially-diverse populations such as Arizona. According the Outdoor Industry Foundation, “engaging the ethnic youth population will increase overall outdoor participation in the future.”[□] The survey results associated with *The Next Generation of Outdoor Participants – 2005/2006* study yielded participation results that emulated those of Caucasian (Whites not of Hispanic Origin); participation in outdoor recreation activities for younger populations are substantially higher than those of older populations. These results can be seen in graph below.[○]



The *Park and Recreation Trends in California – 2005* report published by the State of California Resources Agency in 2005 indicated several specific usage trends by Hispanic populations that would also be relevant to understanding racial recreation preferences in the City of Glendale. This report found that, “Hispanic outdoor recreation participants:

- often prefer to recreate in larger groups and prefer forested sites with water features and amenities to support a day-long, extended family social outing with extensive on-site meal preparation
- are interested in an outdoor experience with a strong social recreation component, such as: facilities and programs that involve families, programs for children and youth and family-oriented entertainment events and festivals
- identify stress relief and having a good family experience as the most important features of a satisfying outdoor recreation excursion
- enjoy picnicking, day hiking, camping and large family gatherings in outdoor settings
- respond to interpersonal communication from multilingual and culturally diverse staff.”[○]

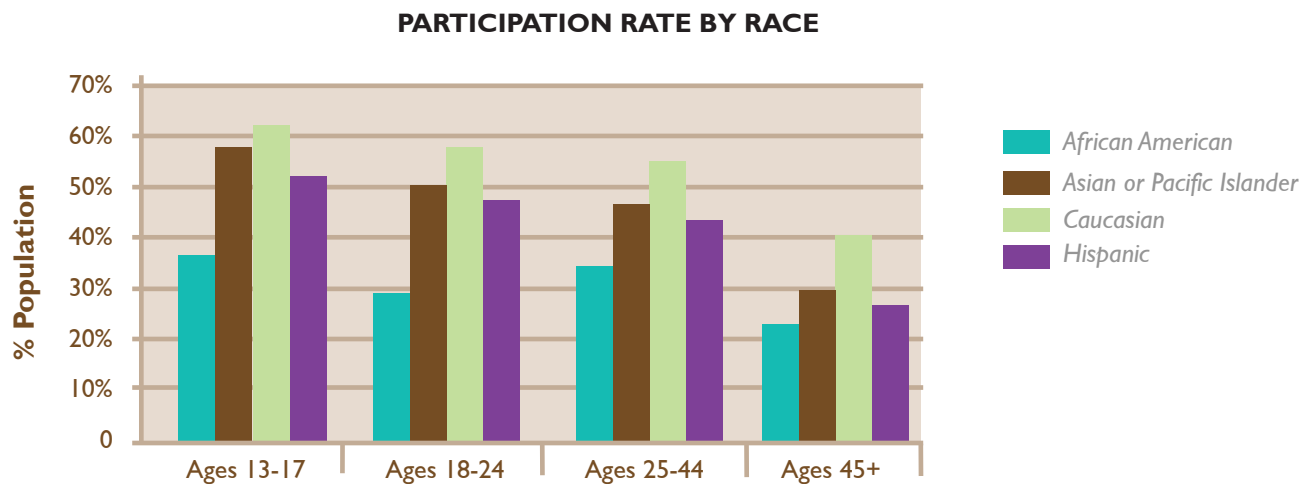
♦□ Floyd, Myron F., Kimberly J. Shinew, Francis A. McGuire, Francis P. Noe; “Race, Class and Leisure Activity Preferences: Marginality and Ethnicity Revisited.” *Journal of Leisure Research*, Vol. 26, 1994.

□ Outdoor Industry Foundation. *The Next Generation of Outdoor Participants – 2005/2006*. Boulder, Colorado. 2007.

○ State of California Resources Agency. *Park and Recreation Trends in California – 2005*. Sacramento, California. 2005.

There remains little research indicating outdoor recreation preferences of African-Americans that are drastically different from that of either Caucasians or Hispanics. Typically it has been argued that lower participation in outdoor recreation activities by African-Americans are explained by a lack of accessibility to these opportunities by centralized urban populations, which dominate African-American population distribution. There are a number of alternative explanations that have been studied including, but limited, to cultural preference and bias for particular recreational and leisure pursuits, economic barriers to entry, and participation and inconsistent targeted marketing and incentives to diverse populations.

An interesting sidenote regarding participation in outdoor recreation activities by different racial groups is that while Caucasians tend to feature greater overall participation rates, minority participants tend to participate more frequently than their Caucasian counterparts.[○] This is illustrated in the graph and table below.

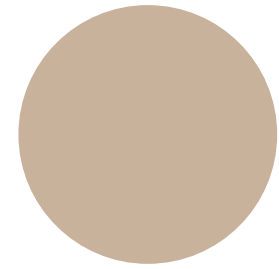
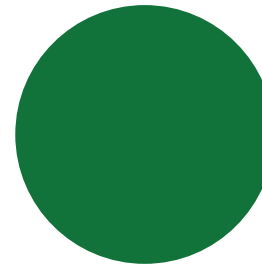
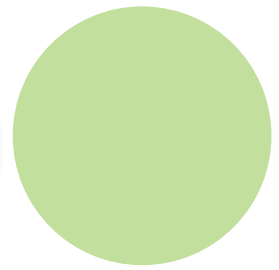
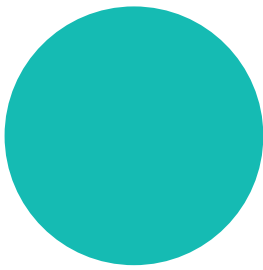


| RACE | AVERAGE OUTINGS PER PARTICIPANT PER YEAR |
|------------------------|--|
| African American | 90 |
| Hispanic | 89 |
| Asian/Pacific Islander | 85 |
| Caucasian | 80 |

In summary, the increase of minority participation in outdoor recreation requires focusing around two critical planning tenets:

1. Facilities and programs should be designed in accordance with outdoor recreation preferences of all users, including minorities.
2. Communication, imagery and representation of outdoor recreation experiences and opportunities should reflect a multilingual and culturally-diverse approach.

[○] Outdoor Industry Foundation. 2009 Participation Study. Boulder, Colorado. 2009.

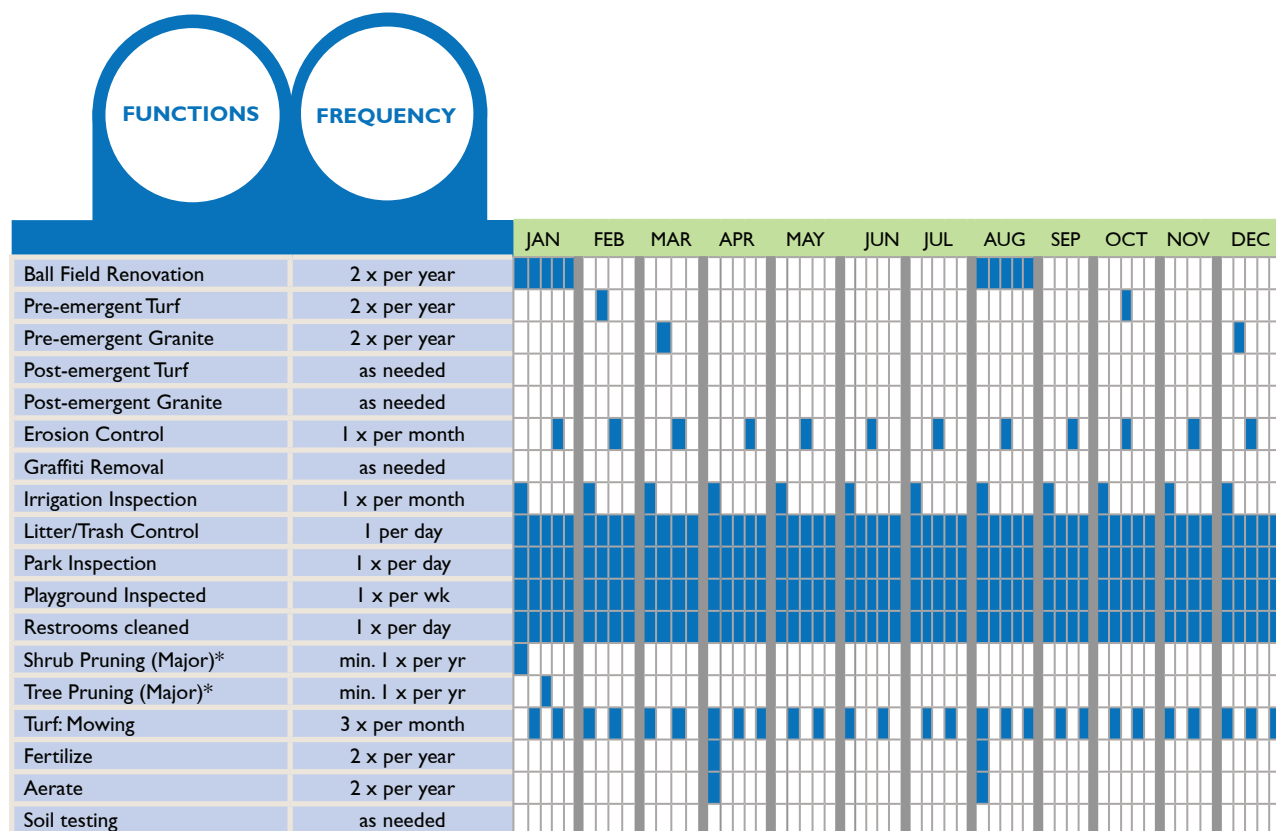


9.0

MAINTENANCE MODES

Maintenance Mode I

Maintenance Mode I (Mode I) applies to parks or sites that require the greatest level of effort and highest maintenance standard in the system. These are typically highly-developed parks with multiple amenities that are heavily used. Parks maintained under Mode I are generally regional parks, sports complexes and specific community parks, a few neighborhood parks and special use facilities. The table below details the maintenance tasks and their frequency for Maintenance Mode I.



*Major tree and shrub pruning occurs once per year per park and may encompass approximately one week for each individual park. Tree pruning for the whole system typically occurs during the months of December – March for parks or sites managed under Modes 1 and 2 and in April for parks or sites managed under Mode 3.

Maintenance Mode 2

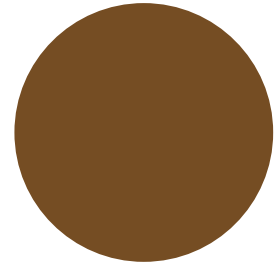
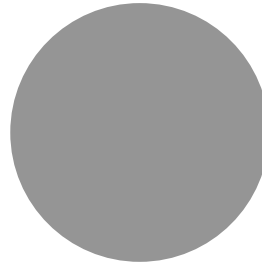
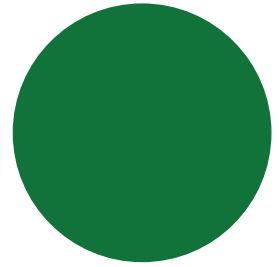
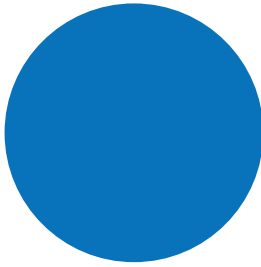
Maintenance Mode 2 (Mode 2) applies to parks or sites that require a moderate level of effort and maintenance standard in the system. These can include developed and undeveloped parks with amenities that are heavily used. Parks maintained under Mode 2 are generally neighborhood parks, special use facilities, city facilities and fire stations and some community parks. The table below details the maintenance tasks and their frequency for Maintenance Mode 2.

| | | JAN FEB MAR APR MAY JUN JUL AUG SEP OCT NOV DEC | | | | | | | | | | | |
|------------------------|-----------------|---|---|---|---|---|---|---|---|---|---|---|---|
| FUNCTIONS | FREQUENCY | | | | | | | | | | | | |
| Ball Field Renovation | as needed | ■ | ■ | ■ | ■ | | | ■ | ■ | ■ | | | |
| Pre-emergent Turf | as needed | | ■ | | | | | | | ■ | | | |
| Pre-emergent Granite | 2 x per year | | | ■ | | | | | | | | ■ | |
| Post-emergent Turf | as needed | | | | | | | | | | | | |
| Post-emergent Granite | as needed | | | | | | | | | | | | |
| Erosion Control | 1 x per month | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| Graffiti Removal | as needed | | | | | | | | | | | | |
| Irrigation Inspection | 1 x per month | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| Litter/Trash Control | 2 x per wk | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| Park Inspection | 4 x per month | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| Playground Inspected | 3 x per month | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| Restrooms cleaned | 1 x per day | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| Shrub Pruning (Major)* | min. 1 x per yr | ■ | | | | | | | | | | | |
| Tree Pruning (Major)* | min. 1 x per yr | ■ | | | | | | | | | | | |
| Turf: Mowing | 3 x per month | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| Fertilize | 1 x per year | | | | ■ | | | ■ | | | | | |
| Aerate | 1 x per year | | | | ■ | | | | | | | | |
| Soil testing | as needed | | | | | | | | | | | | |

*Major tree and shrub pruning occurs once per year per park and may encompass approximately one week for each individual park. Tree pruning for the whole system typically occurs during the months of December – March for parks or sites managed under Modes 1 and 2 and in April for parks or sites managed under Mode 3.

Maintenance Mode 3

Maintenance Mode 3 (Mode 3) applies to parks or sites that require a nominal level of effort and maintenance standard in the system. These generally include undeveloped parks with minimal amenities. Parks and areas maintained under Mode 3 are mostly retention basins. The table below details the maintenance tasks and their frequency for Maintenance Mode 3.



10.0

PARK SYSTEM INVENTORY AND NATIONAL LEVEL OF SERVICE STANDARDS

Neighborhood Parks

The following reflects the neighborhood parks and their amenities.

| FACILITY STANDARDS CATEGORY | Acoma Park | Arrowhead Lakes Park | Bicentennial Park | Butler Park | Carmel Park | Cholla Park | Clavelito Park | Country Gables Park | Delicias Park | Desert Garden Park | Desert Mirage Park | Desert Rose Park | Desert Valley Park | Discovery Park | Dos Lagos Park | El Barrio Park | Gardenwood Park | Greenbriar Park | Greenway Granada Park | Heritage Park | Hillcrest Park | Horizon Park | Kings Park | Lawrence Park |
|---------------------------------------|------------|----------------------|-------------------|-------------|-------------|-------------|----------------|---------------------|---------------|--------------------|--------------------|------------------|--------------------|----------------|----------------|----------------|-----------------|-----------------|-----------------------|---------------|----------------|--------------|------------|---------------|
| Neighborhood Parks (Acres) | 3.3 | 5.0 | 5.0 | 5.0 | 4.6 | 5.7 | 2.3 | 4.0 | 5.0 | 6.6 | 7.4 | 7.0 | 6.0 | 9.1 | 5.7 | 0.4 | 1.5 | 3.0 | 6.7 | 3.3 | 8.0 | 5.0 | 5.0 | 2.9 |
| Community Parks (Acres) | | | | | | | | | | | | | | | | | | | | | | | | |
| Regional Parks (Acres) | | | | | | | | | | | | | | | | | | | | | | | | |
| Conservation Parks (Acres) | | | | | | | | | | | | | | | | | | | | | | | | |
| Retention Areas (Acres) | | | | | | | | | | | | | | | | | | | | | | | | |
| Multi-generational Recreation Centers | | | | | | | | | | | | | | | | | | | | | | | | |
| Family Aquatic Centers | | | | | | | | | | | | | | | | | | | | | | | | |
| Sports Complexes | | | | | | | | | | | | | | | | | | | | | | | | |
| Special Use Facilities | | | | | | | | | | | | | | | | | | | | | | | | |
| Total Park Acreage | 3.3 | 5.0 | 5.0 | 5.0 | 4.6 | 5.7 | 2.3 | 4.0 | 5.0 | 6.6 | 7.4 | 7.0 | 6.0 | 9.1 | 5.7 | 0.4 | 1.5 | 3.0 | 6.7 | 3.3 | 8.0 | 5.0 | 5.0 | 2.9 |
| Special Use Facilities | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Natural Surface Trails (mileage) | | | | | | | | | | | | | | | | | | | | | | | | |
| Improved Surface Trails (mileage) | | | | | | | | | | | | | | | | | | | | | | | | |
| Active Open Space Areas | 1.0 | | | 1.0 | | 2.0 | | 1.0 | | 2.0 | 2.0 | | 4.0 | 2.0 | 1.0 | | | | | 1.0 | 1.0 | 1.0 | 2.0 | 1.0 |
| Diamond Ball Fields | | | | | | | | | | | | | | | | | | | | | | | | |
| Rectangle Sports Fields | | | | | | | | | | | | | | | | | | | | | | | | |
| Basketball Courts | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | | 1.0 | 2.0 | 2.0 | 1.0 | | 1.0 | 1.0 | | | 1.0 | 1.0 | 1.0 | | | | 1.0 |
| Tennis Courts | 2.0 | | | | | 2.0 | | | | | | | | | | | | | | | | | | |
| Racquetball Courts | | | 4.0 | | | 4.0 | | | | | | | | | | | | | | | | | | |
| Volleyball Courts | | 1.0 | 1.0 | | 1.0 | 1.0 | | 1.0 | | 1.0 | 1.0 | 2.0 | 1.0 | 2.0 | 2.0 | | | 1.0 | 1.0 | | | | | |
| Splash Pad | | | | | | | | | | | | | | | | | | | | | | | | |
| Ramadas - non-reservable | 1.0 | 2.0 | 1.0 | 1.0 | 2.0 | 1.0 | 1.0 | 2.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 3.0 | 3.0 | | | 4.0 | 1.0 | | 2.0 | 1.0 | 1.0 | 1.0 |
| Ramadas - reservable | | | | | | | | | | | | | | | | | | | | | | | | |
| Picnic Areas | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | | | | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 |
| Playgrounds | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 | 1.0 | 1.0 | 1.0 | 2.0 | 2.0 | 2.0 | 2.0 | 1.0 | 2.0 | 2.0 | | | 2.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 2.0 |
| Skatepark/BMX | | | | | | | | | | | | | | | | | | | | | | | | |
| Dog Park | | | | | | | | | | | | | | | | | | | | | | | | |
| Restrooms | | | | | | 1.0 | | | | | | | | | | | | | | | | | | |
| Amphitheater | | | | | | | | | | | | | | | | | | | | | | | | |
| Natural Aquatic Access Area | | | | | | | | | | | | | | | | | | | | | | | | |
| Swimming Pool | | | | | | | | | | | | | | | | | | | | | | | | |
| Gardens | | | | | | | | | | | | | | | | | | | | | | | | |
| Golf Course: 9-hole | | | | | | | | | | | | | | | | | | | | | | | | |
| Indoor Multipurpose Space | | | | | | | | | | | | | | | | | | | | | | | | |
| Indoor Fitness/Recreation Space | | | | | | | | | | | | | | | | | | | | | | | | |

[illegible]

Community Parks

The following reflects the community parks and their amenities within the Glendale Parks and Recreation Department system.

| FACILITY STANDARDS CATEGORY | Bonsall Park North | Bonsall Park South | Chapparal Park | Hidden Meadows Park | Northern Horizon Park | O'Neil Park | Orangewood Park | Paseo Racquet Center & Park | Rose Lane Park |
|---------------------------------------|--------------------|--------------------|----------------|---------------------|-----------------------|-------------|-----------------|-----------------------------|----------------|
| Neighborhood Parks (Acres) | | | | | | | | | |
| Community Parks (Acres) | 10.0 | 7.0 | 12.0 | 10.0 | 40.0 | 11.0 | 38.0 | 22.0 | 19.0 |
| Regional Parks (Acres) | | | | | | | | | |
| Conservation Parks (Acres) | | | | | | | | | |
| Retention Areas (Acres) | | | | | | | | | |
| Multi-generational Recreation Centers | | | | | | | | | |
| Family Aquatic Centers | | | | | | | | | 1.0 |
| Sports Complexes | | | | | | | | 1.0 | |
| Special Use Facilities | | | | | | 1.0 | | 1.0 | 1.0 |
| Total Park Acreage | 10.0 | 7.0 | 12.0 | 10.0 | 40.0 | 11.0 | 38.0 | 22.0 | 19.0 |
| Special Use Facilities | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 1.0 | 0.0 | 1.0 | 1.0 |
| Natural Surface Trails (mileage) | | | | | | | | | |
| Improved Surface Trails (mileage) | | | | | | | | | |
| Active Open Space Areas | | | 2.0 | | | 2.0 | | | |
| Diamond Ball Fields | | | | | | | | 4.0 | 1.0 |
| Rectangle Sports Fields | | | | | | 1.0 | | 1.0 | 1.0 |
| Basketball Courts | 2.0 | | 1.0 | | | 1.0 | 2.0 | | 1.0 |
| Tennis Courts | 6.0 | | 2.0 | | | | | 19.0 | |
| Racquetball Courts | 6.0 | | 4.0 | | | 4.0 | | | 4.0 |
| Volleyball Courts | 2.0 | | 1.0 | | | | 2.0 | | 2.0 |
| Splash Pad | | | | | | | | | |
| Ramadas - non-reservable | | | 2.0 | 2.0 | 3.0 | | 4.0 | | 1.0 |
| Ramadas - reservable | 3.0 | 1.0 | | | | 1.0 | | | 2.0 |
| Picnic Areas | 1.0 | 1.0 | 1.0 | | | 1.0 | 1.0 | 6.0 | 1.0 |
| Playgrounds | 1.0 | 1.0 | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 | | 1.0 |
| Skatepark/BMX | | | | | | | | | |
| Dog Park | | | | | 1.0 | | | | |
| Restrooms | 1.0 | 1.0 | | | | 1.0 | | 1.0 | 1.0 |
| Amphitheater | | | | | | | | | |
| Natural Aquatic Access Area | 1.0 | | | | | | | | |
| Swimming Pool | | | | | | | | | 1.0 |
| Gardens | | | | | | | | | |
| Golf Course: 9-hole | | | | | | | | | |
| Indoor Multipurpose Space | | | | | | 1.0 | | | 1.0 |
| Indoor Fitness/Recreation Space | | | | | | | | | |

Regional Parks

The following reflects the regional parks and their amenities within the Glendale Parks and Recreation Department system.

| FACILITY STANDARDS CATEGORY | Foothills Park | Grand Canal Linear Park | Sahauro Ranch Park | Skunk Creek Linear Park | Thunderbird Paseo Park | Western Area Regional Park |
|---------------------------------------|----------------|-------------------------|--------------------|-------------------------|------------------------|----------------------------|
| Neighborhood Parks (Acres) | | | | | | |
| Community Parks (Acres) | | | | | | |
| Regional Parks (Acres) | 43.0 | 85.0 | 80.0 | 93.0 | 55.0 | 81.0 |
| Conservation Parks (Acres) | | | | | | |
| Retention Areas (Acres) | | | | | | |
| Multi-generational Recreation Centers | 1.0 | | | | | |
| Family Aquatic Centers | 1.0 | | | | | |
| Sports Complexes | 1.0 | | 1.0 | | | |
| Special Use Facilities | | | 1.0 | | | |
| Total Park Acreage | 43.0 | 85.0 | 80.0 | 93.0 | 55.0 | 81.0 |
| Special Use Facilities | 3.0 | 0.0 | 2.0 | 0.0 | 0.0 | 0.0 |
| Natural Surface Trails (mileage) | | | | 3.0 | 3.0 | |
| Improved Surface Trails (mileage) | | 5.0 | | 5.0 | 4.0 | |
| Active Open Space Areas | | | | | | |
| Diamond Ball Fields | 3.0 | | 4.0 | | | |
| Rectangle Sports Fields | 1.0 | | 5.0 | | 2.0 | |
| Basketball Courts | | | | | 2.0 | 2.0 |
| Tennis Courts | | | | | | |
| Racquetball Courts | 3.0 | | | | | |
| Volleyball Courts | | | 4.0 | | | 3.0 |
| Splash Pad | | | | | | 1.0 |
| Ramadas - non-reservable | 7.0 | 12.0 | | | 4.0 | 1.0 |
| Ramadas - reservable | 6.0 | | 9.0 | | | 10.0 |
| Picnic Areas | | 1.0 | 6.0 | | | 2.0 |
| Playgrounds | 2.0 | 2.0 | 3.0 | | 2.0 | 4.0 |
| Skatepark/BMX | 1.0 | | | | | 1.0 |
| Dog Park | 1.0 | | 1.0 | | | |
| Restrooms | 3.0 | | 3.0 | | 1.0 | 2.0 |
| Amphitheater | | | | | | |
| Natural Aquatic Access Area | | | | | | |
| Swimming Pool | 1.0 | | | | | |
| Gardens | | | | | | |
| Golf Course: 9-hole | | | | | | |
| Indoor Multipurpose Space | 1.0 | | | | | |
| Indoor Fitness/Recreation Space | 1.0 | | | | | |

Conservation Parks

The following reflects the conservation park and its amenities within the Glendale Parks and Recreation Department system.

| FACILITY STANDARDS CATEGORY | Thunderbird Conservation Park |
|---------------------------------------|-------------------------------|
| Neighborhood Parks (Acres) | |
| Community Parks (Acres) | |
| Regional Parks (Acres) | |
| Conservation Parks (Acres) | 1,185.0 |
| Retention Areas (Acres) | |
| Multi-generational Recreation Centers | |
| Family Aquatic Centers | |
| Sports Complexes | |
| Special Use Facilities | |
| Total Park Acreage | 1,185.0 |
| Special Use Facilities | 0.0 |
| Natural Surface Trails (mileage) | 15.5 |
| Improved Surface Trails (mileage) | |
| Active Open Space Areas | |
| Diamond Ball Fields | |
| Rectangle Sports Fields | |
| Basketball Courts | |
| Tennis Courts | |
| Racquetball Courts | |
| Volleyball Courts | |
| Splash Pad | |
| Ramadas - non-reservable | 1.0 |
| Ramadas - reservable | 13.0 |
| Picnic Areas | 2.0 |
| Playgrounds | |
| Skatepark/BMX | |
| Dog Park | |
| Restrooms | 3.0 |
| Amphitheater | 1.0 |
| Natural Aquatic Access Area | 1.0 |
| Swimming Pool | |
| Gardens | |
| Golf Course: 9-hole | |
| Indoor Multipurpose Space | |
| Indoor Fitness/Recreation Space | |

Retention Areas

The following reflects the retention areas managed by the Glendale Parks and Recreation Department.

| FACILITY STANDARDS CATEGORY | Retention Area 56/Peoria | Retention Area 57/Michigan | Retention Area 64/Myrtle | Retention Area 65/Michigan | Retention Area 67/Mtn View | Retention Area 70/Nicolet | Retention Area 70/Northview | Retention Area 71/Maryland | Retention Area 74/Luke | Retention Area 74/Medlock | Retention Area 76/Missouri |
|---------------------------------------|--------------------------|----------------------------|--------------------------|----------------------------|----------------------------|---------------------------|-----------------------------|----------------------------|------------------------|---------------------------|----------------------------|
| Neighborhood Parks (Acres) | | | | | | | | | | | |
| Community Parks (Acres) | | | | | | | | | | | |
| Regional Parks (Acres) | | | | | | | | | | | |
| Conservation Parks (Acres) | | | | | | | | | | | |
| Retention Areas (Acres) | 1.5 | 1.0 | 4.7 | 1.0 | 1.5 | 1.5 | 1.0 | 1.2 | 2.0 | 0.8 | 1.3 |
| Multi-generational Recreation Centers | | | | | | | | | | | |
| Family Aquatic Centers | | | | | | | | | | | |
| Sports Complexes | | | | | | | | | | | |
| Special Use Facilities | | | | | | | | | | | |
| Total Park Acreage | 1.5 | 1.0 | 4.7 | 1.0 | 1.5 | 1.5 | 1.0 | 1.2 | 2.0 | 0.8 | 1.3 |
| Special Use Facilities | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

| FACILITY STANDARDS CATEGORY | Retention Area 79/Camelback | Retention Area 79/Krall | Retention Area 79/Market | Retention Area 79/Solano | Retention Area 81/Georgia | Retention Area 82/Maryland | Retention Area 85/Maryland | Retention Area 90/McLellan | Retention Area 91/Rose Lane |
|---------------------------------------|-----------------------------|-------------------------|--------------------------|--------------------------|---------------------------|----------------------------|----------------------------|----------------------------|-----------------------------|
| Neighborhood Parks (Acres) | | | | | | | | | |
| Community Parks (Acres) | | | | | | | | | |
| Regional Parks (Acres) | | | | | | | | | |
| Conservation Parks (Acres) | | | | | | | | | |
| Retention Areas (Acres) | 1.0 | 2.4 | 1.9 | 1.4 | 1.0 | 1.6 | 1.7 | 1.5 | 2.0 |
| Multi-generational Recreation Centers | | | | | | | | | |
| Family Aquatic Centers | | | | | | | | | |
| Sports Complexes | | | | | | | | | |
| Special Use Facilities | | | | | | | | | |
| Total Park Acreage | 1.0 | 2.4 | 1.9 | 1.4 | 1.0 | 1.6 | 1.7 | 1.5 | 2.0 |
| Special Use Facilities | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

● TOTAL PARKS AND FACILITIES – CURRENT STANDARDS

Over the last two decades, communities across the United States have come to accept that approximately 10 acres of parkland for every 1,000 residents is a standard to aim for and maintain. This is a struggle for many communities that have limited space or resources for park acquisition and development or who have experienced rapid population growth. The City of Glendale Parks and Recreation Department currently has an inventory of parkland of 8.75 acres for every 1,000 residents based on the 2010 population of 250,133. This is approximately 13% below the recommended national standard of 10 acres per every 1,000 residents but not necessarily below a level of service standard that is most appropriate for Glendale.

There are additional parcels of parkland within the City that are owned and managed by private home owner associations, private service organizations, churches and other private entities within Glendale.[○] Data regarding the total acreage of these parcels is not included in the Community Inventory Assessment completed in 2008 and therefore these additional sites are not included in the level of service calculations. In order for the total City-owned parkland within Glendale to meet or exceed the national recommended standard of 10 acres per every 1,000 residents, an additional 313 acres of parkland would be required, which may not be feasible or practical given the land availability and suitability constraints within the City or the financial resources of the City to acquire, develop and operate additional parks at that magnitude.

The level of service standards in the table below reflects the summary of total park acreages and facilities in the City of Glendale Parks and Recreation Department system. **Park acreage level of service standards is reported per every 1,000 residents, while facility level of service standards is reported per every 10,000 residents.**

| FACILITY TYPE | TOTALS | | CITY OF GLENDALE CURRENT STANDARDS | | |
|---------------------------------------|---------|--|---------------------------------------|-----------|--------|
| Neighborhood Parks (Acres) | 256.4 | | 1.03 | Acres per | 1,000 |
| Community Parks (Acres) | 169.0 | | 0.68 | Acres per | 1,000 |
| Regional Parks (Acres) | 437.0 | | 1.75 | Acres per | 1,000 |
| Conservation Parks (Acres) | 1,185.0 | | 4.74 | Acres per | 1,000 |
| Retention Areas (Acres) | 32.0 | | 0.13 | Acres per | 1,000 |
| Multi-generational Recreation Centers | 3.0 | | 0.12 | per | 10,000 |
| Family Aquatic Centers | 2.0 | | 0.08 | per | 10,000 |
| Sports Complexes | 4.0 | | 0.16 | per | 10,000 |
| Special Use Facilities | 14.0 | | 0.56 | per | 10,000 |
| Total Park Acreage | 2,188.5 | | 8.75 | Acres per | 1,000 |
| Special Use Facilities | 21.0 | | 0.84 | per | 10,000 |

National recommended standards for facility types vary widely and are not easily comparable to the large classification of facilities noted above. These comparisons will be made by individual amenities on the following pages.

[○] Hultsman, Wendy, Ph.D., Daniel Plunkett. Glendale Parks and Recreation Department Community Inventory Assessment. Arizona State University, December 2008.

Total Amenities – Current Standards

The amenities evaluated in this analysis are those featured within the City of Glendale Parks and Recreation Department system. These amenity standards are based on a single unit (or mile in the case of trails) per every 10,000 residents.

| FACILITY TYPE | TOTALS | | CITY OF GLENDALE CURRENT STANDARDS | | |
|-----------------------------------|--------|--|---------------------------------------|-----|--------|
| | | | | | |
| Natural Surface Trails (mileage) | 27 | | 1.08 | per | 10,000 |
| Improved Surface Trails (mileage) | 14 | | 0.56 | per | 10,000 |
| Active Open Space Areas | 48 | | 1.92 | per | 10,000 |
| Diamond Ball Fields | 13 | | 0.52 | per | 10,000 |
| Rectangle Sports Fields | 16 | | 0.64 | per | 10,000 |
| Basketball Courts | 55 | | 2.20 | per | 10,000 |
| Tennis Courts | 38 | | 1.52 | per | 10,000 |
| Racquetball Courts | 49 | | 1.96 | per | 10,000 |
| Volleyball Courts | 44 | | 1.76 | per | 10,000 |
| Splash Pad | 2 | | 0.08 | per | 10,000 |
| Ramadas - non-reservable | 99 | | 3.96 | per | 10,000 |
| Ramadas - reservable | 45 | | 1.80 | per | 10,000 |
| Picnic Areas | 63 | | 2.52 | per | 10,000 |
| Playgrounds | 97 | | 3.88 | per | 10,000 |
| Skatepark/BMX | 2 | | 0.08 | per | 10,000 |
| Dog Park | 3 | | 0.12 | per | 10,000 |
| Restrooms | 21 | | 0.84 | per | 10,000 |
| Amphitheater | 3 | | 0.12 | per | 10,000 |
| Natural Aquatic Access Area | 2 | | 0.08 | per | 10,000 |
| Swimming Pools | 2 | | 0.08 | per | 10,000 |
| Gardens | 1 | | 0.04 | per | 10,000 |
| Golf Course: 9-hole | 2 | | 0.08 | per | 10,000 |
| Indoor Multipurpose Space | 6 | | 0.24 | per | 10,000 |
| Indoor Fitness/Recreation Space | 3 | | 0.12 | per | 10,000 |

● NATIONAL LEVEL OF SERVICE STANDARDS

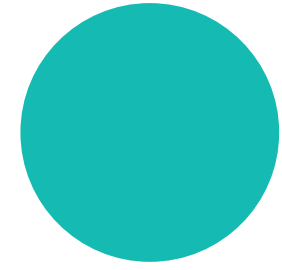
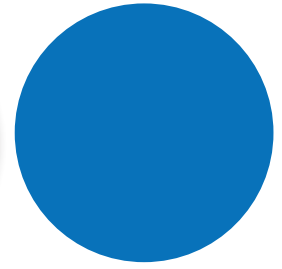
In 1990, NRPA developed and published recommended level of service standards for park and recreation communities.[○] Not all amenities featured within the City of Glendale Parks and Recreation Department system have a corresponding national standard, but comparisons are provided for those that do. Parkland standards are based on total recommended parkland inventories being 10 acres per every 1,000 residents. The NRPA level of service standards are detailed in the table below.

| FACILITY TYPE | NRPA NATIONAL STANDARDS | | |
|-------------------------|-------------------------|-----------|--------|
| | Total Park Acreage | Acres per | 1,000 |
| Total Park Acreage | 10.00 | per | 10,000 |
| Diamond Ball Fields | 3.00 | per | 10,000 |
| Rectangle Sports Fields | 1.50 | per | 10,000 |
| Basketball Courts | 2.00 | per | 10,000 |
| Tennis Courts | 5.00 | per | 10,000 |
| Racquetball Courts | 0.50 | per | 10,000 |
| Volleyball Courts | 2.00 | per | 10,000 |
| Swimming Pools | 0.50 | per | 10,000 |
| Golf Course | 0.20 | per | 10,000 |

Utilizing national level of service standards, significantly increases in park acreages, as well as, park and recreation amenities in Glendale, would be required for 2014 and 2020. The current inventory of total parkland is deficient by 313 acres in order to meet these standards today. While these are a good benchmark to remain aware of, the Consultant Team does not recommend that the City of Glendale seek to meet or be aligned with the NRPA national levels of services standards for the following reasons

1. The community input received through focus groups, interviews, public meetings and a statistically-valid household survey all conducted in 2010 indicate that the community and its leadership are satisfied with the current level of service for parks and amenities, with the exception of needed park development in the southwestern portion of the City.
2. There are select amenities that the community desires in order to meet specific recreational needs but not to the scale detailed in the national levels of service standards.
3. The City of Glendale is fairly small geographically, with limited space for additional parkland to compliment current or future development.
4. The current and projected financial capacity of the City of Glendale does not realistically support the ability to acquire and develop additional parks and amenities as calculated utilizing national level of service standards.
5. With the exception of additional parkland in the southwestern portion of the City, the community input received in 2010 as a part of this Master Plan Update, indicates that residents would generally prefer the improvement and enhancement of existing facilities over the acquisition and development of new ones.

[○] Lancaster, R.A. (Ed.). (1990). Recreation, Park and Open Space Standards and Guidelines. Ashburn, Virginia. National Recreation and Park Association.



● EQUITY MAPPING

The Level of Service Standards were developed based upon population projections provided by the Environmental Survey Research Institute (ESRI), the U.S. Census Bureau, and the Glendale Department of Economic Development. Applying the recommended Level of Service Standards for Glendale Parks and Recreation System produces a quantified need expressed as a number of park assets needed in the system to meet the recommended standard.

To illustrate the distribution of current park types and park assets of the Glendale Parks and Recreation System across the entire community, an Equity Mapping analysis was conducted. The maps included show the service areas of the current inventory of park types and park assets based on the recommended Level of Service Standard. The recommended standard established per 1,000 residents per acre of park type, or 10,000 residents per type of park asset are indicated in the map title also. The service area is calculated by the quantity of inventory of each site extending out in a uniform radius until the population served by the recommended standard is reached. Shaded areas indicate the extent of the service area based upon recommended inventories; unshaded areas indicate regions that would remain outside of the standard service area for each park type or park asset. Unshaded areas are not always the most appropriate location for future parks or park assets, but only represent areas could be more thoroughly reviewed for additional facilities. While there are occasions when the service area may extend beyond the border of the Glendale, only Glendale resident populations were utilized for calculating service area standards in this analysis.

This intent of this equity mapping is to support the Level of Service Analysis. The Level of Services Analysis projects what types of facilities or assets will be needed based upon expected population growth, and how many of each facility or asset will be needed. Equity mapping graphically illustrates where in the community the greatest demand for these facilities or assets will be based upon the current location of existing inventories.

Community-wide maps of park types, or classifications, identified in this Master Plan Update, as well as the major park assets are provided in the pages that follow. The maps on the following pages are:

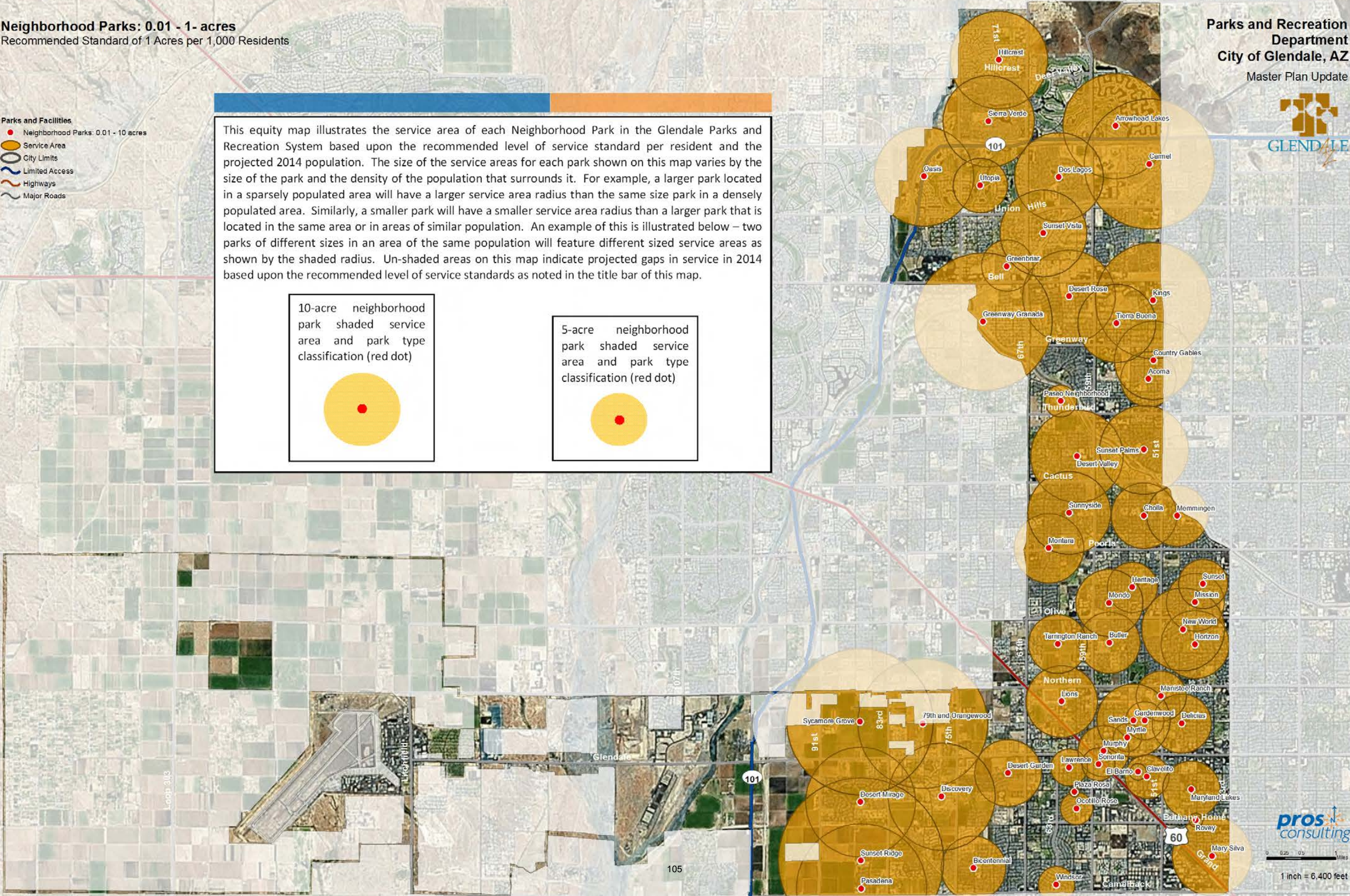
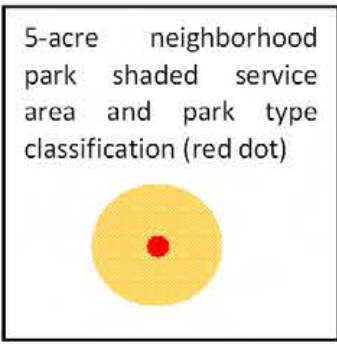
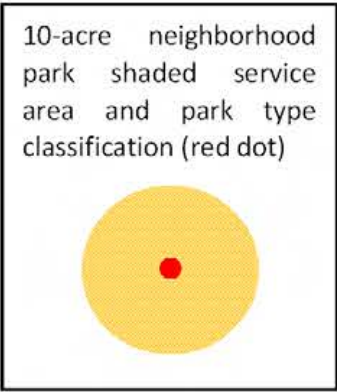
1. Pocket / neighborhood parks
2. Community parks
3. Regional parks
4. Natural surface trails
5. Improved surface trails
6. Active open spaces
7. Diamond ball fields
8. Rectangular sports fields (multi-use)
9. Basketball courts
10. Tennis courts
11. Racquetball courts
12. Volleyball courts
13. Ramadas – non-reservable
14. Ramadas – reservable
15. Picnic areas
16. Playgrounds

Neighborhood Parks: 0.01 - 1- acres
Recommended Standard of 1 Acres per 1,000 Residents



- Parks and Facilities**
- Neighborhood Parks: 0.01 - 10 acres
 - Service Area
 - City Limits
 - Limited Access
 - Highways
 - Major Roads

This equity map illustrates the service area of each Neighborhood Park in the Glendale Parks and Recreation System based upon the recommended level of service standard per resident and the projected 2014 population. The size of the service areas for each park shown on this map varies by the size of the park and the density of the population that surrounds it. For example, a larger park located in a sparsely populated area will have a larger service area radius than the same size park in a densely populated area. Similarly, a smaller park will have a smaller service area radius than a larger park that is located in the same area or in areas of similar population. An example of this is illustrated below – two parks of different sizes in an area of the same population will feature different sized service areas as shown by the shaded radius. Un-shaded areas on this map indicate projected gaps in service in 2014 based upon the recommended level of service standards as noted in the title bar of this map.



Community Parks: 10 - 25 acres
Recommended Standard of 0.65 Acres per 1,000 Residents

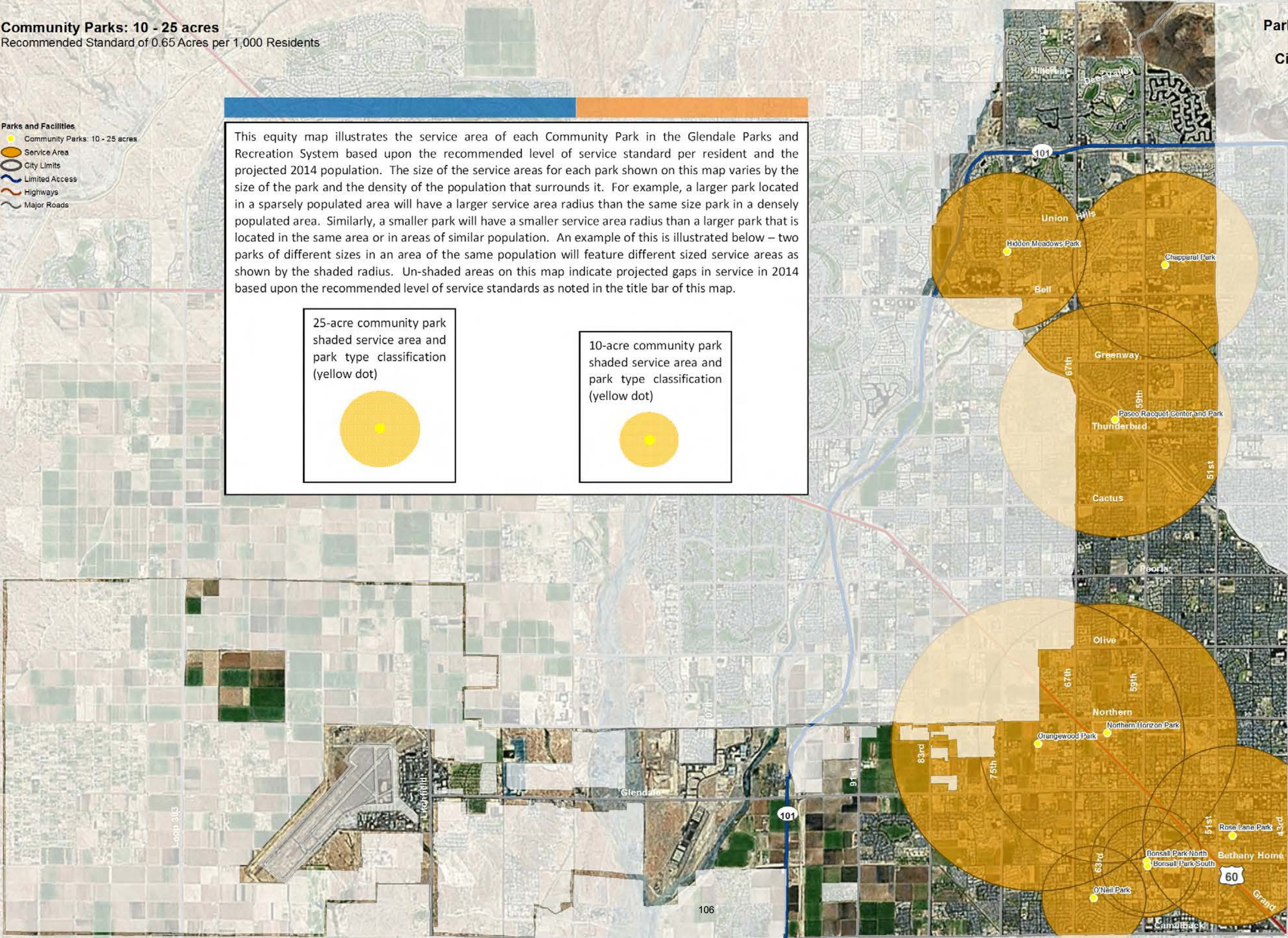


- Parks and Facilities**
- Community Parks: 10 - 25 acres
 - Service Area
 - City Limits
 - Limited Access
 - Highways
 - Major Roads

This equity map illustrates the service area of each Community Park in the Glendale Parks and Recreation System based upon the recommended level of service standard per resident and the projected 2014 population. The size of the service areas for each park shown on this map varies by the size of the park and the density of the population that surrounds it. For example, a larger park located in a sparsely populated area will have a larger service area radius than the same size park in a densely populated area. Similarly, a smaller park will have a smaller service area radius than a larger park that is located in the same area or in areas of similar population. An example of this is illustrated below – two parks of different sizes in an area of the same population will feature different sized service areas as shown by the shaded radius. Un-shaded areas on this map indicate projected gaps in service in 2014 based upon the recommended level of service standards as noted in the title bar of this map.

25-acre community park shaded service area and park type classification (yellow dot)

10-acre community park shaded service area and park type classification (yellow dot)



Regional Parks: 25 - 200 acres
Recommended Standard of 1.65 Acres per 1,000 Residents

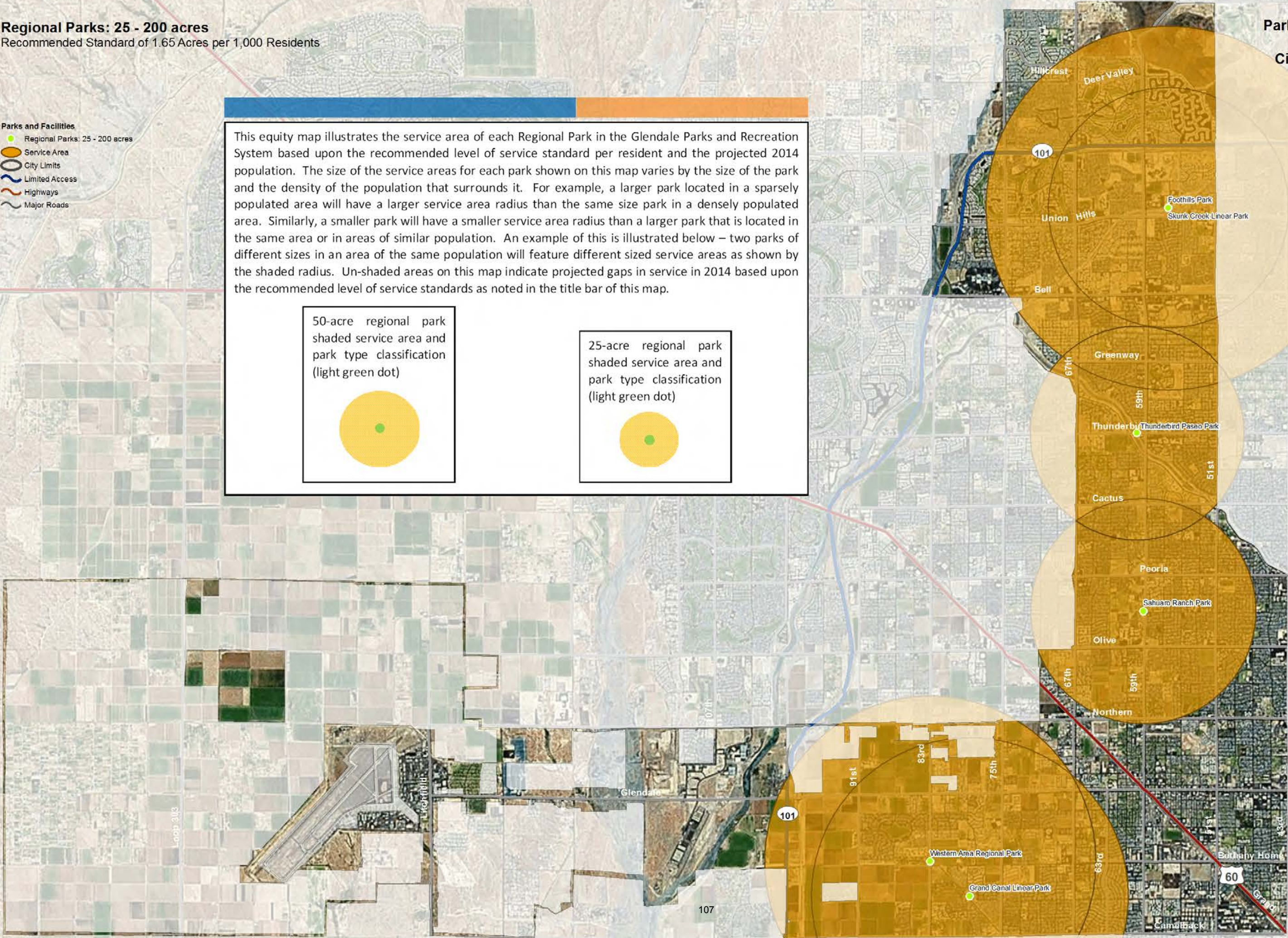
- Parks and Facilities**
- Regional Parks: 25 - 200 acres
 - Service Area
 - City Limits
 - Limited Access
 - Highways
 - Major Roads

This equity map illustrates the service area of each Regional Park in the Glendale Parks and Recreation System based upon the recommended level of service standard per resident and the projected 2014 population. The size of the service areas for each park shown on this map varies by the size of the park and the density of the population that surrounds it. For example, a larger park located in a sparsely populated area will have a larger service area radius than the same size park in a densely populated area. Similarly, a smaller park will have a smaller service area radius than a larger park that is located in the same area or in areas of similar population. An example of this is illustrated below – two parks of different sizes in an area of the same population will feature different sized service areas as shown by the shaded radius. Un-shaded areas on this map indicate projected gaps in service in 2014 based upon the recommended level of service standards as noted in the title bar of this map.

50-acre regional park
shaded service area and
park type classification
(light green dot)



25-acre regional park
shaded service area and
park type classification
(light green dot)




Natural Surface Trails (Mileage)
Recommended Standard of 1.25 Miles per 10,000 Residents

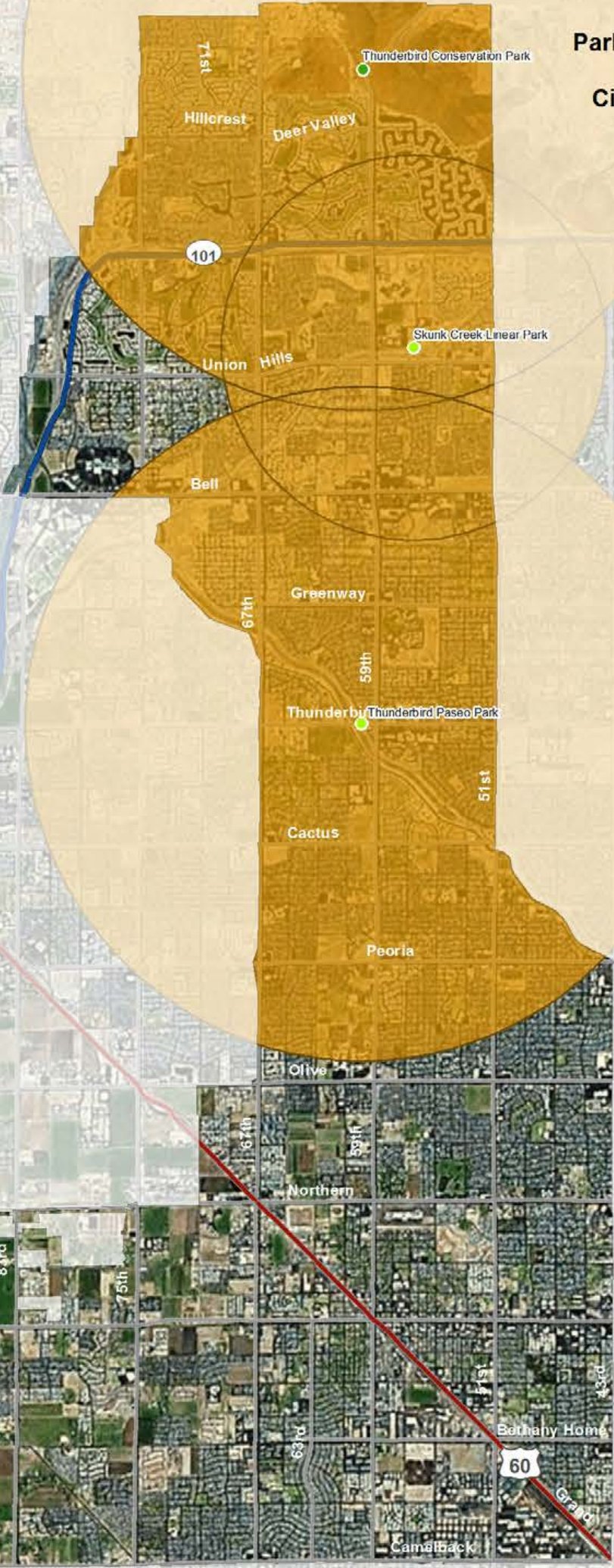

- Parks and Facilities**
- Regional Parks: 25 - 200 acres
 - Conservation Parks: > 50 acres
 - Service Area
 - City Limits
 - Limited Access
 - Highways
 - Major Roads

This equity map illustrates the service area of each Natural Surface Trail in the Glendale Parks and Recreation System based upon the recommended level of service standard per resident and the projected 2014 population. The size of the service areas for each amenity shown on this map varies by the number of amenities located at each site and the density of the population that surrounds it. For example, more amenities located at a park in a sparsely populated area will have a larger service area radius than the same number of amenities located in a densely populated area. Similarly, fewer amenities at a park will have a smaller service area radius than a more amenities at a park that is located in the same area or in areas of similar population. An example of this is illustrated below – amenities at two different parks in an area of the same population will feature different sized service areas as shown by the shaded radius. Un-shaded areas on this map indicate projected gaps in service in 2014 based upon the recommended level of service standards as noted in the title bar of this map.

One mile of natural surface trail shaded service area and park type classification (light green dot)



One half mile of natural surface trail shaded service area and park type classification (light green dot)




Improved Surface Trails (Mileage)
Recommended Standard of 0.75 Miles per 10,000 Residents

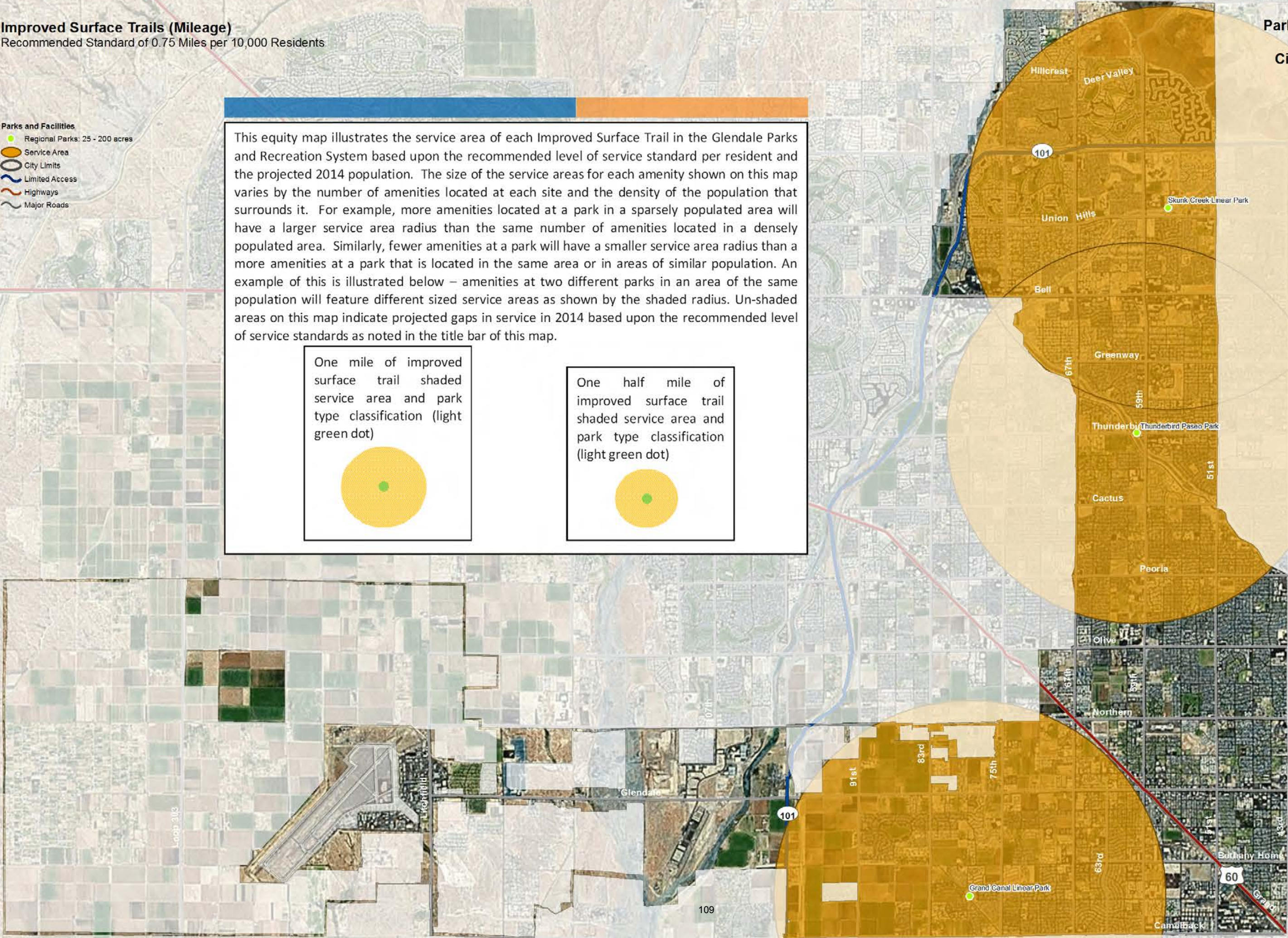

- Parks and Facilities**
- Regional Parks: 25 - 200 acres
 - Service Area
 - City Limits
 - Limited Access
 - Highways
 - Major Roads

This equity map illustrates the service area of each Improved Surface Trail in the Glendale Parks and Recreation System based upon the recommended level of service standard per resident and the projected 2014 population. The size of the service areas for each amenity shown on this map varies by the number of amenities located at each site and the density of the population that surrounds it. For example, more amenities located at a park in a sparsely populated area will have a larger service area radius than the same number of amenities located in a densely populated area. Similarly, fewer amenities at a park will have a smaller service area radius than a more amenities at a park that is located in the same area or in areas of similar population. An example of this is illustrated below – amenities at two different parks in an area of the same population will feature different sized service areas as shown by the shaded radius. Un-shaded areas on this map indicate projected gaps in service in 2014 based upon the recommended level of service standards as noted in the title bar of this map.

One mile of improved surface trail shaded service area and park type classification (light green dot)



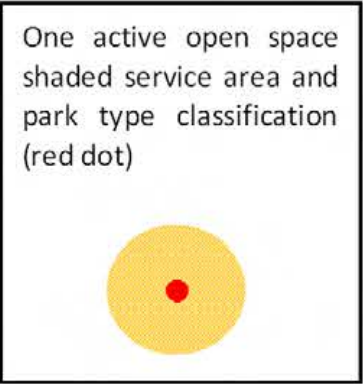
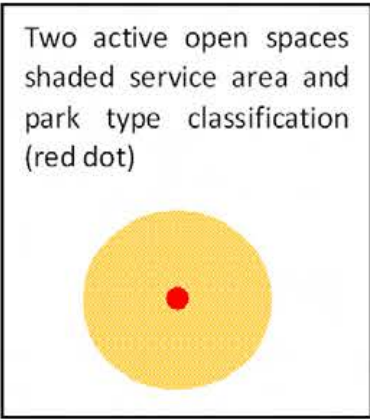
One half mile of improved surface trail shaded service area and park type classification (light green dot)



Active Open Spaces Area
Recommended Standard of 1.80 Areas per 10,000 Residents

- Parks and Facilities**
- Neighborhood Parks: 0.01 - 10 acres
 - Community Parks: 10 - 25 acres
 - Service Area
 - City Limits
 - Limited Access
 - Highways
 - Major Roads

This equity map illustrates the service area of each Active Open Space in the Glendale Parks and Recreation System based upon the recommended level of service standard per resident and the projected 2014 population. The size of the service areas for each amenity shown on this map varies by the number of amenities located at each site and the density of the population that surrounds it. For example, more amenities located at a park in a sparsely populated area will have a larger service area radius than the same number of amenities located in a densely populated area. Similarly, fewer amenities at a park will have a smaller service area radius than a more amenities at a park that is located in the same area or in areas of similar population. An example of this is illustrated below – amenities at two different parks in an area of the same population will feature different sized service areas as shown by the shaded radius. Un-shaded areas on this map indicate projected gaps in service in 2014 based upon the recommended level of service standards as noted in the title bar of this map.

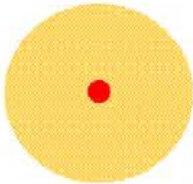


Diamond Ball Fields
Recommended Standard of 0.70 Fields per 10,000 Residents

- Parks and Facilities**
- Neighborhood Parks: 0.01 - 10 acres
 - Community Parks: 10 - 25 acres
 - Regional Parks: 25 - 200 acres
 - Service Area
 - City Limits
 - Limited Access
 - Highways
 - Major Roads

This equity map illustrates the service area of each Diamond Ball Field in the Glendale Parks and Recreation System based upon the recommended level of service standard per resident and the projected 2014 population. The size of the service areas for each amenity shown on this map varies by the number of amenities located at each site and the density of the population that surrounds it. For example, more amenities located at a park in a sparsely populated area will have a larger service area radius than the same number of amenities located in a densely populated area. Similarly, fewer amenities at a park will have a smaller service area radius than a more amenities at a park that is located in the same area or in areas of similar population. An example of this is illustrated below – amenities at two different parks in an area of the same population will feature different sized service areas as shown by the shaded radius. Un-shaded areas on this map indicate projected gaps in service in 2014 based upon the recommended level of service standards as noted in the title bar of this map.

Two diamond ball fields
shaded service area and
park type classification
(red dot)



One diamond ball field
shaded service area and
park type classification
(red dot)

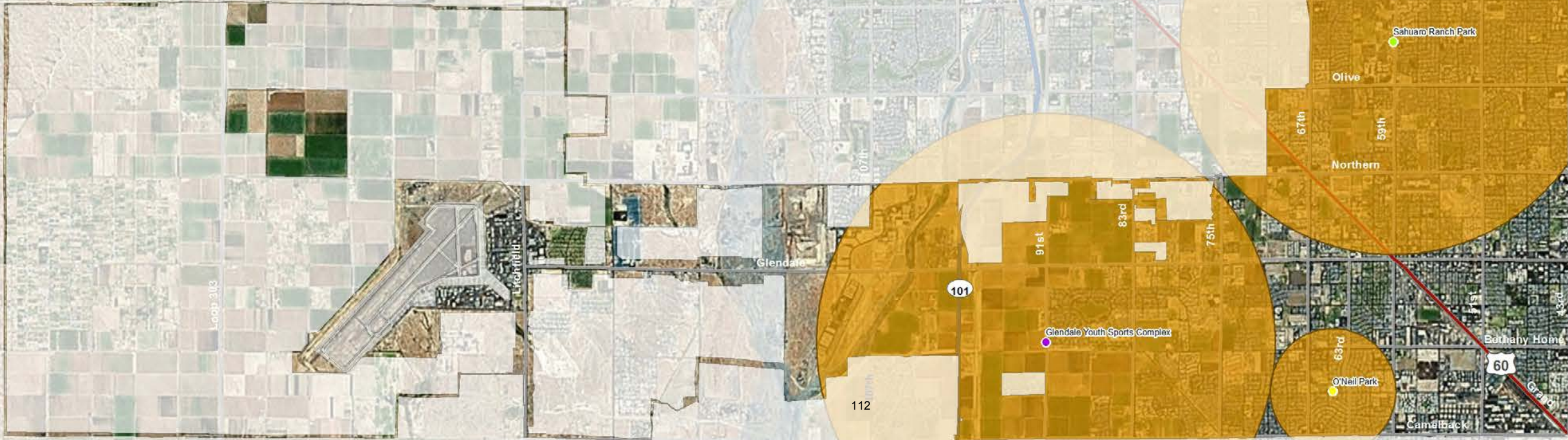
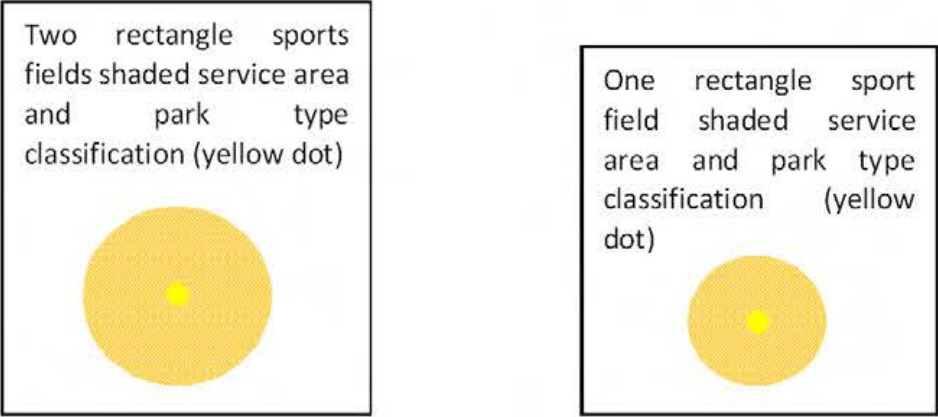


Rectangle Sports Fields
Recommended Standard of 0.60 Fields per 10,000 Residents



- Parks and Facilities**
- Community Parks: 10 - 25 acres
 - Regional Parks: 25 - 200 acres
 - Special Use Facilities
 - Service Area
 - City Limits
 - Limited Access
 - Highways
 - Major Roads

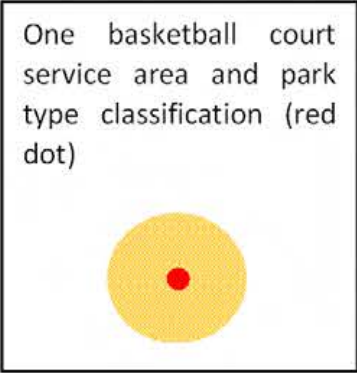
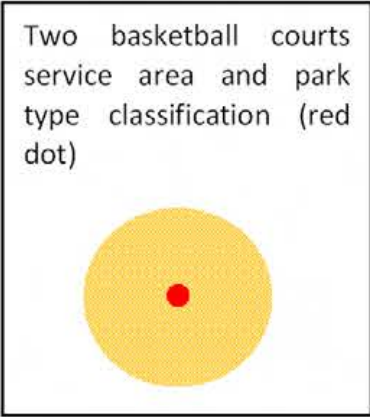
This equity map illustrates the service area of each Rectangle Sports Field in the Glendale Parks and Recreation System based upon the recommended level of service standard per resident and the projected 2014 population. The size of the service areas for each amenity shown on this map varies by the number of amenities located at each site and the density of the population that surrounds it. For example, more amenities located at a park in a sparsely populated area will have a larger service area radius than the same number of amenities located in a densely populated area. Similarly, fewer amenities at a park will have a smaller service area radius than a more amenities at a park that is located in the same area or in areas of similar population. An example of this is illustrated below – amenities at two different parks in an area of the same population will feature different sized service areas as shown by the shaded radius. Un-shaded areas on this map indicate projected gaps in service in 2014 based upon the recommended level of service standards as noted in the title bar of this map.



Basketball Courts
Recommended Standard of 2.10 Courts per 10,000 Residents

- Parks and Facilities**
- Neighborhood Parks: 0.01 - 10 acres
 - Community Parks: 10 - 25 acres
 - Regional Parks: 25 - 200 acres
 - Service Area
 - City Limits
 - Limited Access
 - Highways
 - Major Roads

This equity map illustrates the service area of each Basketball Court in the Glendale Parks and Recreation System based upon the recommended level of service standard per resident and the projected 2014 population. The size of the service areas for each amenity shown on this map varies by the number of amenities located at each site and the density of the population that surrounds it. For example, more amenities located at a park in a sparsely populated area will have a larger service area radius than the same number of amenities located in a densely populated area. Similarly, fewer amenities at a park will have a smaller service area radius than a more amenities at a park that is located in the same area or in areas of similar population. An example of this is illustrated below – amenities at two different parks in an area of the same population will feature different sized service areas as shown by the shaded radius. Un-shaded areas on this map indicate projected gaps in service in 2014 based upon the recommended level of service standards as noted in the title bar of this map.



Tennis Courts
Recommended Standard of 1.50 Courts per 10,000 Residents



- Parks and Facilities**
- Neighborhood Parks: 0.01 - 10 acres
 - Community Parks: 10 - 25 acres
 - Service Area
 - City Limits
 - Limited Access
 - Highways
 - Major Roads

This equity map illustrates the service area of each Tennis Court in the Glendale Parks and Recreation System based upon the recommended level of service standard per resident and the projected 2014 population. The size of the service areas for each amenity shown on this map varies by the number of amenities located at each site and the density of the population that surrounds it. For example, more amenities located at a park in a sparsely populated area will have a larger service area radius than the same number of amenities located in a densely populated area. Similarly, fewer amenities at a park will have a smaller service area radius than a more amenities at a park that is located in the same area or in areas of similar population. An example of this is illustrated below – amenities at two different parks in an area of the same population will feature different sized service areas as shown by the shaded radius. Un-shaded areas on this map indicate projected gaps in service in 2014 based upon the recommended level of service standards as noted in the title bar of this map.

Two tennis courts service area and park type classification (red dot)

One tennis court service area and park type classification (red dot)

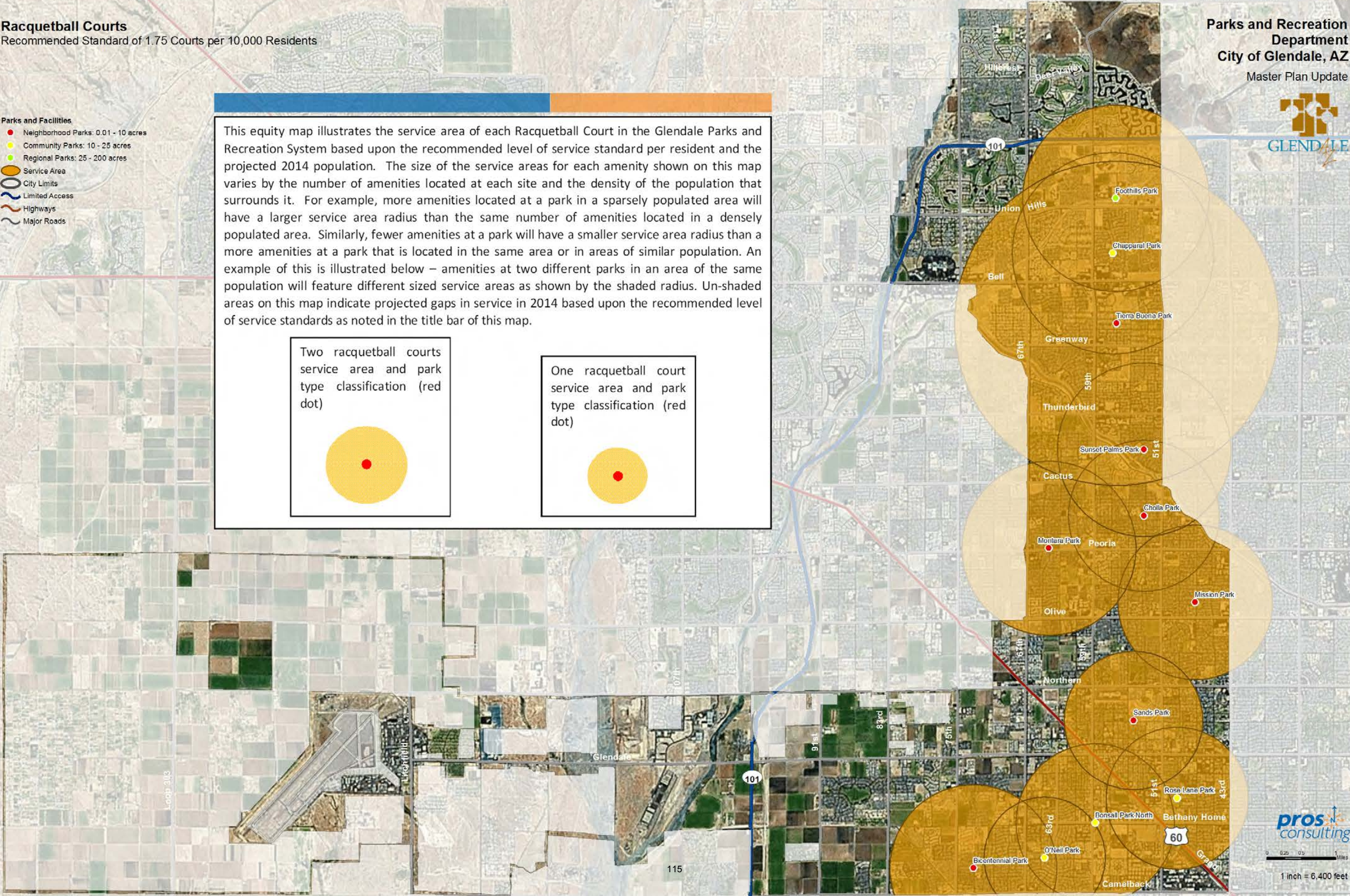
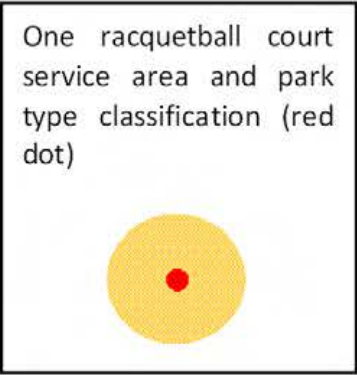
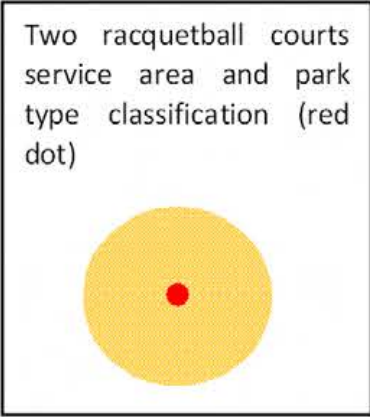


Racquetball Courts
Recommended Standard of 1.75 Courts per 10,000 Residents



- Parks and Facilities**
- Neighborhood Parks: 0.01 - 10 acres
 - Community Parks: 10 - 25 acres
 - Regional Parks: 25 - 200 acres
 - Service Area
 - City Limits
 - Limited Access
 - Highways
 - Major Roads

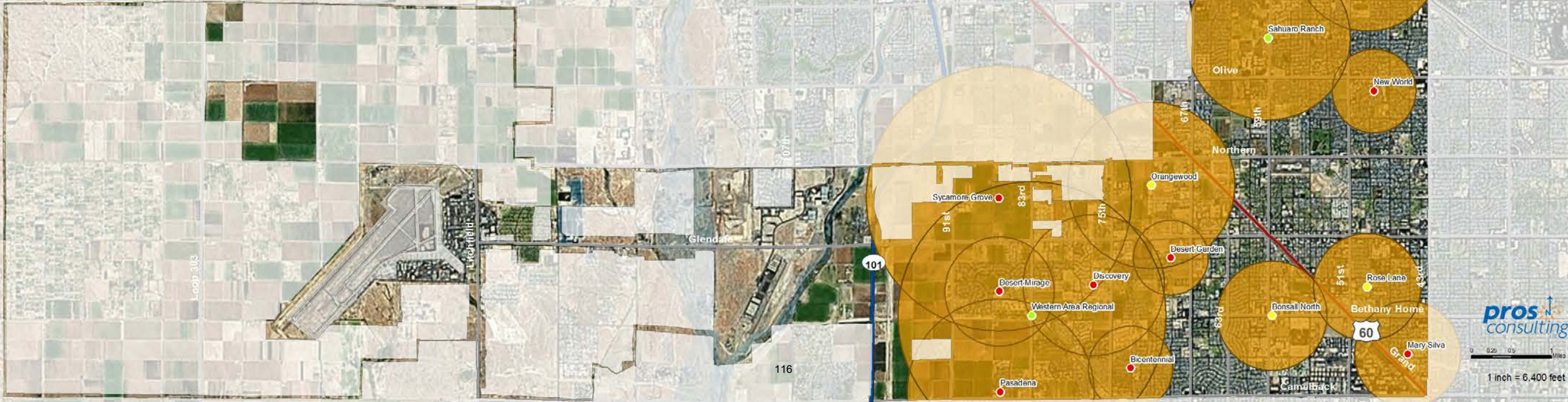
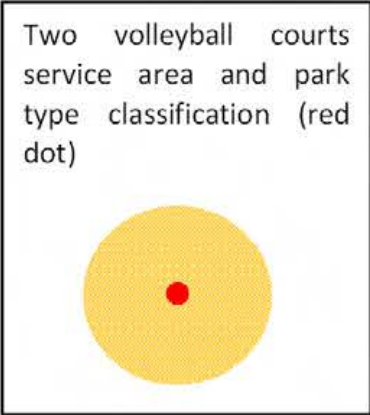
This equity map illustrates the service area of each Racquetball Court in the Glendale Parks and Recreation System based upon the recommended level of service standard per resident and the projected 2014 population. The size of the service areas for each amenity shown on this map varies by the number of amenities located at each site and the density of the population that surrounds it. For example, more amenities located at a park in a sparsely populated area will have a larger service area radius than the same number of amenities located in a densely populated area. Similarly, fewer amenities at a park will have a smaller service area radius than a more amenities at a park that is located in the same area or in areas of similar population. An example of this is illustrated below – amenities at two different parks in an area of the same population will feature different sized service areas as shown by the shaded radius. Un-shaded areas on this map indicate projected gaps in service in 2014 based upon the recommended level of service standards as noted in the title bar of this map.



Volleyball Courts
Recommended Standard of 1.65 Courts per 10,000 Residents

- Parks and Facilities**
- Neighborhood Parks: 0.01 - 10 acres
 - Community Parks: 10 - 25 acres
 - Regional Parks: 25 - 200 acres
 - Service Area
 - City Limits
 - Limited Access
 - Highways
 - Major Roads

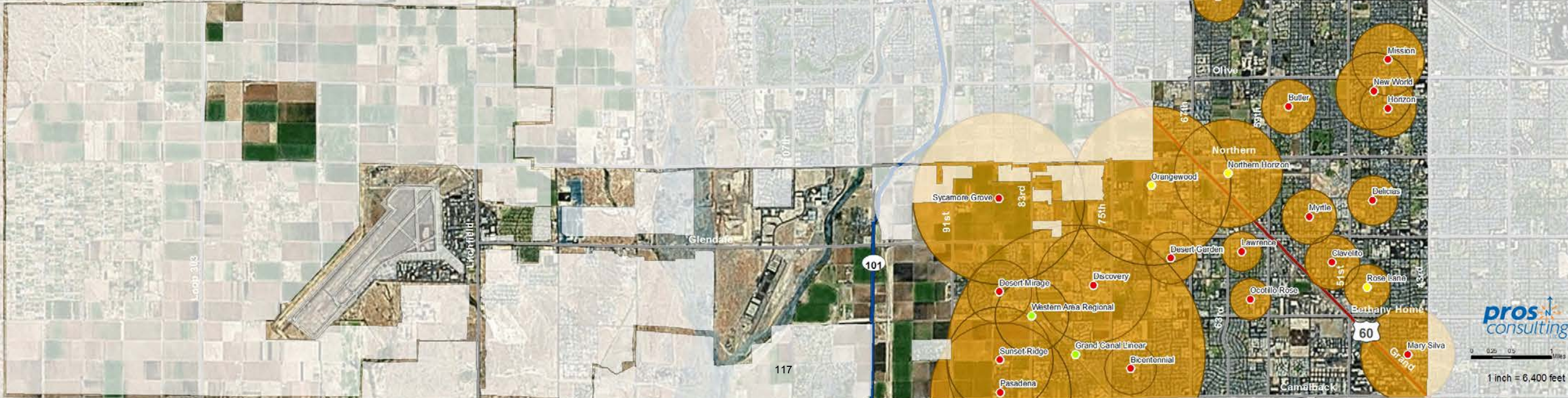
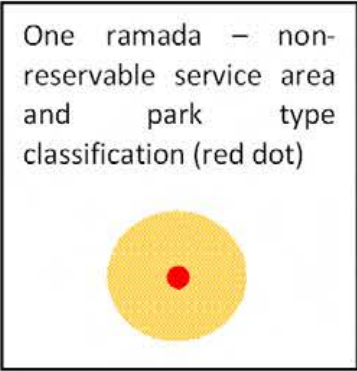
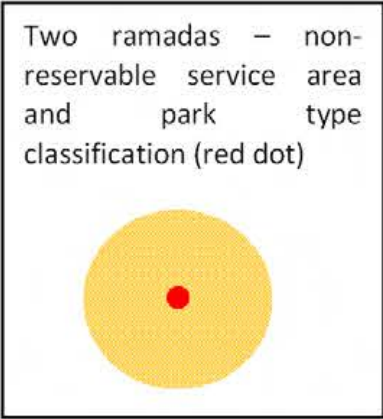
This equity map illustrates the service area of each Volleyball Court in the Glendale Parks and Recreation System based upon the recommended level of service standard per resident and the projected 2014 population. The size of the service areas for each amenity shown on this map varies by the number of amenities located at each site and the density of the population that surrounds it. For example, more amenities located at a park in a sparsely populated area will have a larger service area radius than the same number of amenities located in a densely populated area. Similarly, fewer amenities at a park will have a smaller service area radius than a more amenities at a park that is located in the same area or in areas of similar population. An example of this is illustrated below – amenities at two different parks in an area of the same population will feature different sized service areas as shown by the shaded radius. Un-shaded areas on this map indicate projected gaps in service in 2014 based upon the recommended level of service standards as noted in the title bar of this map.



Ramadas - Non Reservable
Recommended Standard of 3.90 Meeting Rooms per 10,000 Residents

- Parks and Facilities**
- Neighborhood Parks: 0.01 - 10 acres
 - Community Parks: 10 - 25 acres
 - Regional Parks: 25 - 200 acres
 - Conservation Parks: > 50 acres
 - Service Area
 - City Limits
 - Limited Access
 - Highways
 - Major Roads

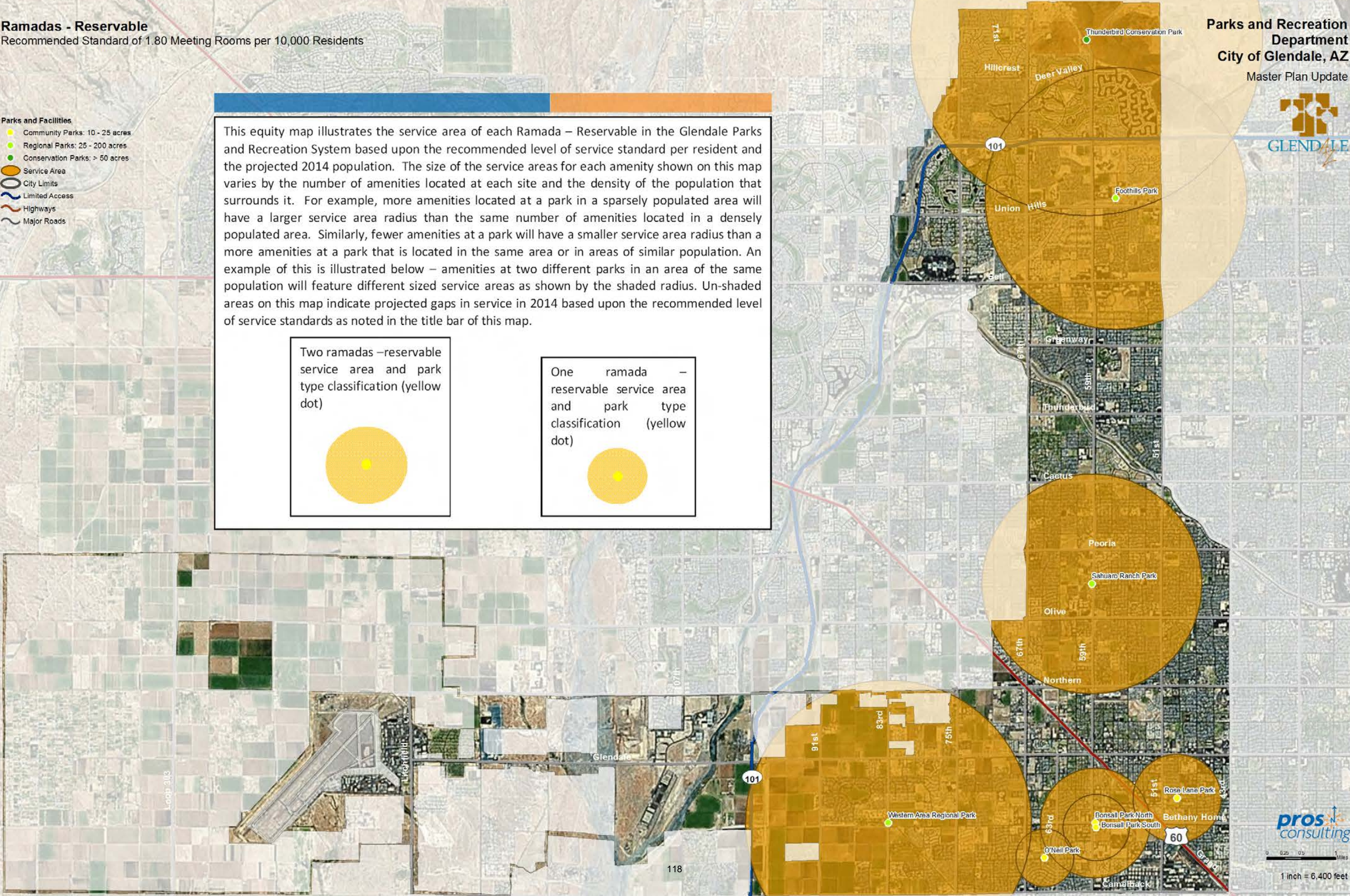
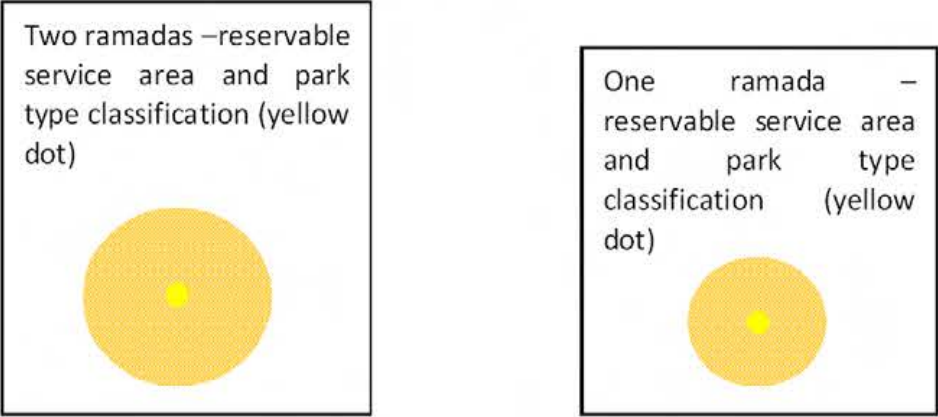
This equity map illustrates the service area of each Ramada – Non-Reservable in the Glendale Parks and Recreation System based upon the recommended level of service standard per resident and the projected 2014 population. The size of the service areas for each amenity shown on this map varies by the number of amenities located at each site and the density of the population that surrounds it. For example, more amenities located at a park in a sparsely populated area will have a larger service area radius than the same number of amenities located in a densely populated area. Similarly, fewer amenities at a park will have a smaller service area radius than a more amenities at a park that is located in the same area or in areas of similar population. An example of this is illustrated below – amenities at two different parks in an area of the same population will feature different sized service areas as shown by the shaded radius. Un-shaded areas on this map indicate projected gaps in service in 2014 based upon the recommended level of service standards as noted in the title bar of this map.



Ramadas - Reservable
Recommended Standard of 1.80 Meeting Rooms per 10,000 Residents

- Parks and Facilities**
- Community Parks: 10 - 25 acres
 - Regional Parks: 25 - 200 acres
 - Conservation Parks: > 50 acres
 - Service Area
 - City Limits
 - Limited Access
 - Highways
 - Major Roads

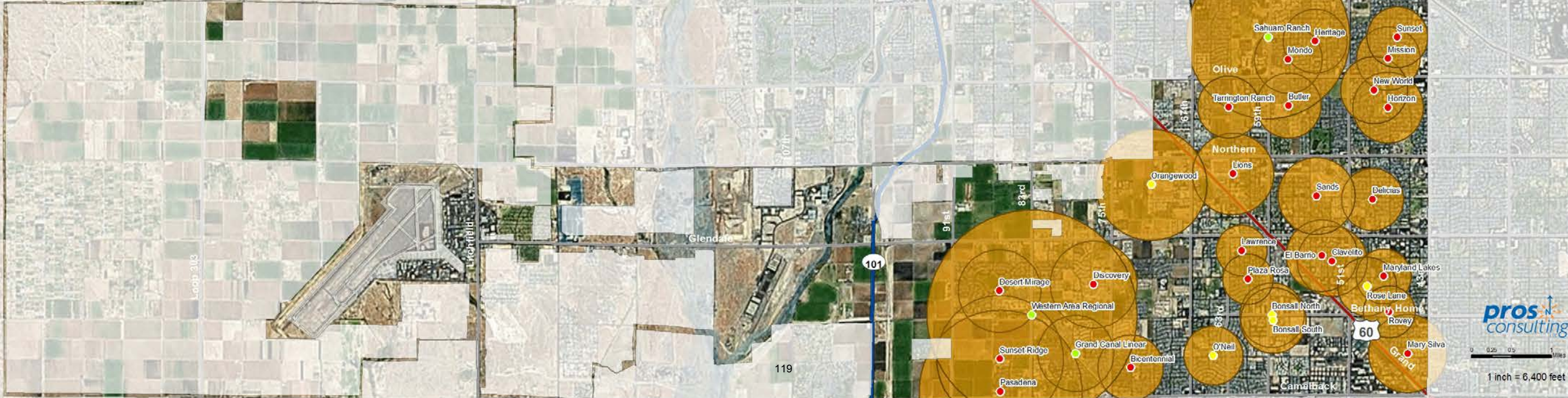
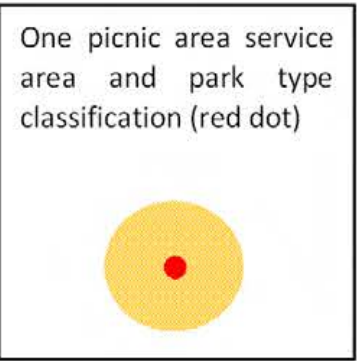
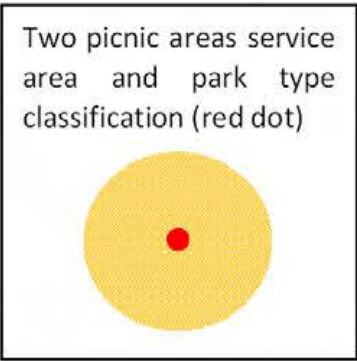
This equity map illustrates the service area of each Ramada – Reservable in the Glendale Parks and Recreation System based upon the recommended level of service standard per resident and the projected 2014 population. The size of the service areas for each amenity shown on this map varies by the number of amenities located at each site and the density of the population that surrounds it. For example, more amenities located at a park in a sparsely populated area will have a larger service area radius than the same number of amenities located in a densely populated area. Similarly, fewer amenities at a park will have a smaller service area radius than a more amenities at a park that is located in the same area or in areas of similar population. An example of this is illustrated below – amenities at two different parks in an area of the same population will feature different sized service areas as shown by the shaded radius. Un-shaded areas on this map indicate projected gaps in service in 2014 based upon the recommended level of service standards as noted in the title bar of this map.



Picnic Areas
Recommended Standard of 2.50 Areas per 10,000 Residents

- Parks and Facilities**
- Neighborhood Parks: 0.01 - 10 acres
 - Community Parks: 10 - 25 acres
 - Regional Parks: 25 - 200 acres
 - Conservation Parks: > 50 acres
 - Service Area
 - City Limits
 - Limited Access
 - Highways
 - Major Roads

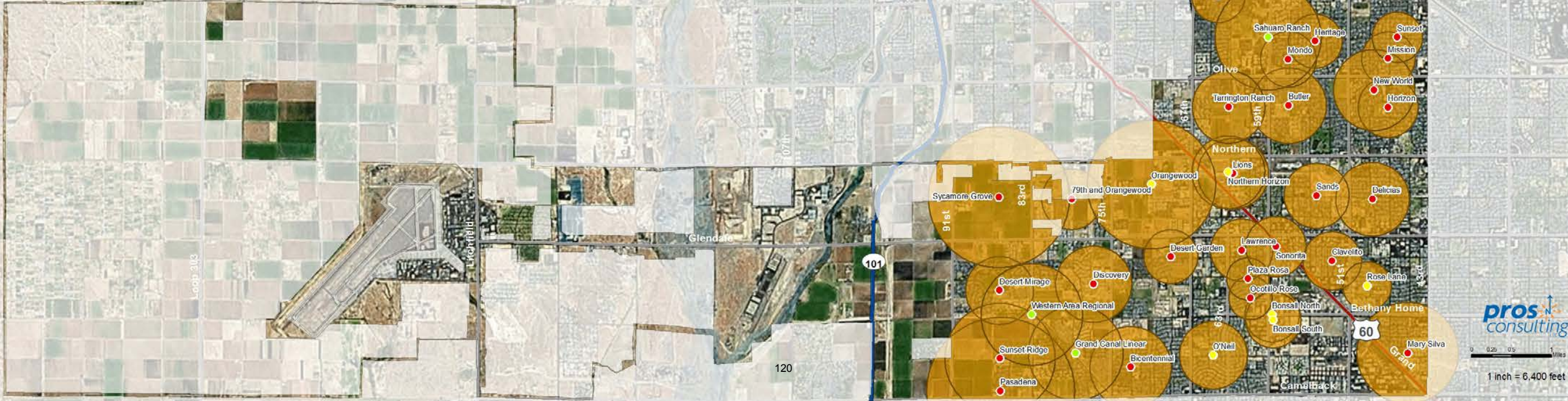
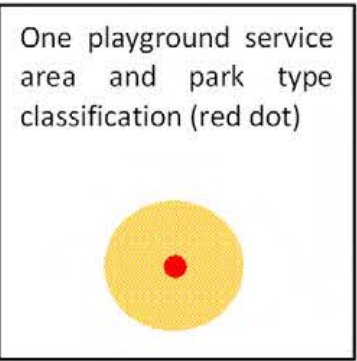
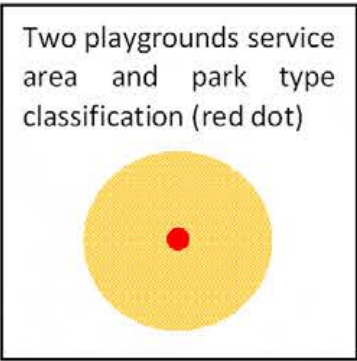
This equity map illustrates the service area of each Picnic Area in the Glendale Parks and Recreation System based upon the recommended level of service standard per resident and the projected 2014 population. The size of the service areas for each amenity shown on this map varies by the number of amenities located at each site and the density of the population that surrounds it. For example, more amenities located at a park in a sparsely populated area will have a larger service area radius than the same number of amenities located in a densely populated area. Similarly, fewer amenities at a park will have a smaller service area radius than a more amenities at a park that is located in the same area or in areas of similar population. An example of this is illustrated below – amenities at two different parks in an area of the same population will feature different sized service areas as shown by the shaded radius. Un-shaded areas on this map indicate projected gaps in service in 2014 based upon the recommended level of service standards as noted in the title bar of this map.

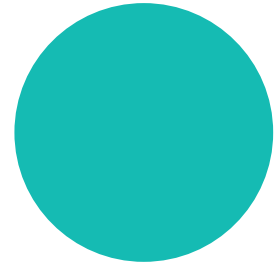
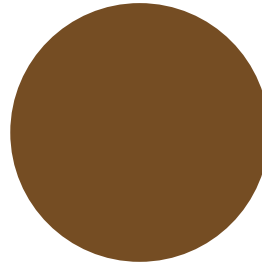
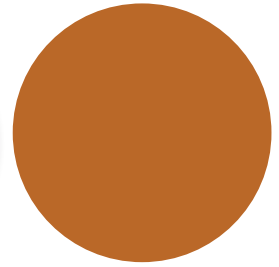
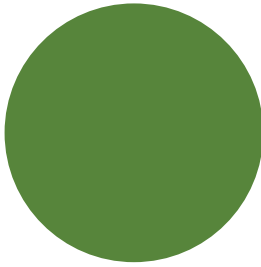


Playgrounds
Recommended Standard of 3.50 Structures per 10,000 Residents

- Parks and Facilities**
- Neighborhood Parks: 0.01 - 10 acres
 - Community Parks: 10 - 25 acres
 - Regional Parks: 25 - 200 acres
 - Service Area
 - City Limits
 - Limited Access
 - Highways
 - Major Roads

This equity map illustrates the service area of each Playground in the Glendale Parks and Recreation System based upon the recommended level of service standard per resident and the projected 2014 population. The size of the service areas for each amenity shown on this map varies by the number of amenities located at each site and the density of the population that surrounds it. For example, more amenities located at a park in a sparsely populated area will have a larger service area radius than the same number of amenities located in a densely populated area. Similarly, fewer amenities at a park will have a smaller service area radius than a more amenities at a park that is located in the same area or in areas of similar population. An example of this is illustrated below – amenities at two different parks in an area of the same population will feature different sized service areas as shown by the shaded radius. Un-shaded areas on this map indicate projected gaps in service in 2014 based upon the recommended level of service standards as noted in the title bar of this map.





12.0

2002 PARKS AND RECREATION MASTER PLAN ACTION STRATEGIES UPDATE

Glendale Parks and Recreation Department 2002 Master Plan Action Strategies

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| #1 Protect Glendale's parks by providing preventive maintenance. | <ul style="list-style-type: none"> Develop maintenance guidelines for landscape areas by character (i.e. lawn, non-lawn, slopes, etc.) Review landscape design guidelines for appropriateness of materials and water consumption, quality expectations, aesthetic value, and safety issues Review NRPA and local guidelines, benchmarking against current city guidelines. Initiate the development of Crime Prevention Through Environmental Design (CEPTED) guidelines Outline a flow chart model for all park maintenance activities. Update inventory for all landscape and landscape materials used in parks and open space. Utilize current City technology and create G.I.S. database for specific Parks and Recreation items. Purchase required equipment and software and train staff Update current Parks Maintenance Plan with comprehensive summary of all existing parks, trails, open space and canals. Integrate questions evaluating parks grounds maintenance on public input surveys, the department web page, and mail-back postcard in parks booklet. Conduct thorough staffing needs assessment based on new operations and maintenance guidelines. Expand public awareness for the value of quality landscape design in parks. Create a baseline performance analysis for each task grouping in the Department for 2001 – 2010 Review and update a "Preventative Maintenance Inventory, and develop a post implementation evaluation process for public and education input. | <ul style="list-style-type: none"> Completed 10/04. New landscape contract started 03/05 & guidelines were incorporated into the RFP. Completed 7/03 – Changes incorporated into the Engineering construction guidelines. Completed 10/04, 2010 as part of the department master plan update. Completed, ongoing as needed Park Standards Modes were completed & updated in 5/03, 2007, and in 2010 Ongoing, last completed 9/04, annually each following year City has centralized GIS. IT is updating data and P&R Department has purchased ESRI software. Ongoing – Initial inventory completed 8/02. Completed as part of the 2010 Park & Recreation Master Plan Update. Completed and will an ongoing project. Ongoing, some literature, i.e. Sensory Garden brochure, has been produced and segments featuring park landscapes have been aired on City cable & Glendale Alive shows. Several reorganizations completed during past five years to address business environment and community needs. Most recent reorganization completed in fall 2010. Evaluate inventory annually and input data. CEPTED analysis was completed at Sahuaro Ranch Park in 2008. Crime statistics have been analyzed to identify the top 10 parks that need CEPTED analysis. Maintenance Standards are updated on an annual basis. Complete city-wide assessment of each park site was conducted in the 2008 and 2010 calendar years. On-going maintenance items were identified and assigned to staff to correct. Site inspections are conducted weekly by park maintenance staff, bi-weekly by maintenance supervisors; quarterly by division deputy and bi-annually by members of the Park and Recreation Commission Advisory Board Park Maintenance Operations Plans were completed in FY07-08 for Sahuaro Ranch Park; Thunderbird Conservation Park to ensure consistent levels of expectations relative to park maintenance. |
| #2 Develop park design guidelines that align closely with recreation program needs and meet community expectations. | <ul style="list-style-type: none"> Expand community involvement in park design and planning. <i>(Do we have a written process?)</i> Establish additional design principles for the parks to meet the needs of the community. | <ul style="list-style-type: none"> Ongoing – Public input process is part of every major park or facility improvement or new construction project. Utilizing the department's website and Internet for public engagement. Ongoing with recreation input as needed – design guidelines are included in the Engineering Guidelines – completed 2/03. The staff at the Sahuaro Ranch Park Historic Area worked closely with several community organizations to discuss upcoming facility usage, rentals, and events. Staff worked hard to capture expectations and to ensure everyone's best interests |

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| #3 Develop innovative land acquisition strategies for new parkland development that focuses on providing amenities to minimize over programming of parks. | <ul style="list-style-type: none"> Identify gaps in needed land for future planning. Prioritize schedule for land acquisition based on economics, and availability. Continue to work with private developers to acquire, and or develop quality parkland. Review and identify current programs citywide. Propose changes to city annual survey that will add park and recreation related questions. Develop data gathering survey tactics at facilities, in program booklet, and on web site. Review current funding strategies. Investigate funding options based on local, regional, national trends, and develop list to present to City Council, City Management, and Commissions for approval. Review General Plan for park and recreation facilities and open space element. Create a baseline based on historical cost of development. Develop cost model that establishes real cost data for land acquisitions, construction, maintenance and design. Update data in the model and complete annually. Continue to work with private developers to acquire, and or develop quality parkland. Develop a process to review and expand or retire a program or facility. Establish programs for City sponsored or general use program activities. Develop guidelines for recreational program design guidelines. Develop prioritized action plan to maximize cost efficiency for approval. Re-evaluate equity of park services each five years based on special and regular population census. Continue to work with private developers to acquire, and or develop quality parkland. Update CIP data annually. Update P&R Master Plan Equity Maps utilizing Planning Department staff. Continue to work with private developers to acquire, and or develop quality parkland. Review General Plan for P&R facilities and open space element and update guidelines. | <ul style="list-style-type: none"> were addressed. The X-Court Advisory Committee met every two weeks for six months in order to prepare for the opening of the X-Court on October 6, 2007. The committee was comprised of 19 members including 9 community volunteers, Police & Fire Department Representatives, and the Executive Director of Action Park Alliance (APA). APA that operated the proshop/concession area on-site. In addition to preparing for the Grand Opening the committee has worked extensively on reviewing/revising the Operations Manual for the X-Court Assessed concession operations at sports complexes and aquatic facilities to determine internal or contractual operation. Rose Lane Pool, Perfetto Café, Foothills Skate Park and Sahuaro Ranch Park are examples. Neighborhood Parks and sports complexes developed in partnership with private developers and school districts. ABC Costing and Zero-Based Budgeting. New evaluation tool implemented October 05 Conducted on an on-going basis and as part of annual budget development process. Have plenty of data gathering survey tactics, utilized Internet survey tool - Monkey Survey to solicit input from the community. Staff attending grants training program. Hired grants coordinator for Copper Canyon program. 2010 - Formed Community Services Group Alternative Funding Team consisting of staff from Parks and Recreation, Library, Community Partnerships and Code Compliance. The committee is working on identifying opportunities for new funding sources. The 2010 Department Parks and Recreation Master Plan Update will also provide sources and recommendations for alternative funding. Developed a database that includes all projects and improvements with associated costs. Information is updated on an annual basis. Coordination plan review, ongoing. Complete: Greenway Granada 9/04. Ongoing - Park Acquisition & Development Plans have been completed for 28.8 sq. mi. strip annexation area 1/05 Review of programs and services reviewed on annual basis and as part of the budget planning process. ABC costing form with program proposal developed. Set aside park facilities for maintenance and turf replenishment In 2007, formed an Adaptive Recreation Program Advisory Committee. Working with FCD to acquire various properties. State trail – New IGA with FCD New River Trail. On-going annually. Ongoing, updated as part of the 2010 Parks & Recreation Master Plan Update. |

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| <p>#4 Increase quantity and quality of open space linkages from neighborhoods to community and regional parks and to metropolitan open space systems.</p> | <ul style="list-style-type: none"> Develop a scope of services based on population density and population growth, existing impact fees process, and initiate the RFP process. Review neighboring open space/park connection opportunities. Recommend project funding through C.I.P. or similar budgeting process. Research existing open space systems and Master Plans to inform the Department on trends and well conceived open space systems. Consider street section design during open space Master Planning effort. Develop regional planning strategies with other governmental agencies for facility partnerships. Include art elements in the development of open space facilities and work with the Arts Commission and art advocates sharing in the design and funding of these projects. Negotiate with ADOT and Maricopa Association of Governments to add pedestrian and bicycle overpasses to roads, freeways, and railroads. Partner and coordinate efforts with Transportation to link parks with neighborhoods and schools. Add or improve overpasses at 71st Ave and 51st Ave on the Agua Fria Freeway, at Bethany Home Road connecting Bonsall North and South, and at 63rd Ave over the Rail Corridor. Obtain ADOT approval and seek ADOT funds and grants. See public approval in design and support by the neighborhoods involved. Seek design solutions that work with private ownership constraints and action strategy. Maintain trail linkages by creating bridge connections over canals at three different locations – two along the Grand Canal and one along the Arizona Canal. | <ul style="list-style-type: none"> A consultant hired and a draft Open Spaces & Trails Master Plan completed, including recommended linkages, acquisitions and priorities for CIP Projects Ongoing. Participate on Valley Forward Trails and Open Space Committee. On-going. Continue to see trail alternative funding opportunities, work with Transportation staff in development of new trail connections. Through State Trails funding added new trail connection in Thunderbird Conservation Park. Included in the draft Open Space and Trails Plan completed in 2005. Continue to work with MAG and other adjacent jurisdictions to plan additional trail connectors and open space linkages. Ongoing. Continue to work with Arts Commission for design ideas and incorporating art into facilities and parks. Several examples that have been completed include the Glendale Adult Center, and Foothills Recreation and Aquatic Center. Sahuaro Ranch Park renovations will also include new artwork. Continue to work with Engineering and Transportation staff, bicycle committee and MAG for identifying projects. In 2011, a new pedestrian overpass will be completed at 63rd Avenue and 101 Freeway (Aqua Fria). <i>The 79th and Missouri Pedestrian Bridge was complete in 1/05. The Sunnyside Bridge was completed in 2006.</i> Additional trail linkages are in the final design / public input stage for Grand Canal / New River and New River to Northern Avenue. Construction to follow (Summer 2011) Continuous trail linkage was completed at the Grand Canal Linear Park from 75th Avenue to 95th Avenue. The trail will eventually be extended to the New River Trail. |
| <p>#5 Evaluate and analyze each existing park and develop a plan to renovate five parks annually over the next ten years based on community demographic needs to provide safe and attractive open space amenities.</p> | <ul style="list-style-type: none"> Conduct analysis of park condition and age. Annually present recommendations based on this criteria to Park and Recreation Commission for approval. Prepare a realistic schedule that outlines a process to complete each redevelopment in two years (start to finish) Consider renovating Murphy Park into a Town Plaza adjacent to City Hall. Include shaded picnic facilities and playground amenities as a guideline for all parks. Develop a minimal acceptable guideline for the number of trees per acre in Glendale parks. Schedule two neighborhood meetings for selected park re-development planning. Partner with school districts to jointly use fields and courts. This would include the use of indoor facilities. Incorporate field rotation techniques to lessen the impact of field conditions. Identify acceptable guidelines for restroom building designs and determine their location in parks. Include future survey questions regarding the need for sports fields and | <ul style="list-style-type: none"> Completed in 2010 as part of the Master Plan Update. Presented to the Commission as part of the CIP updates and the Department Master Plan Update. Included in the annual CIP budget planning process and priorities have been identified in the 2010 Department Master Plan Update. Murphy Park renovations were completed in 2005. As part of 2010 Master Plan Update identified areas that are in need of shade and playgrounds. Also, a community-side inventory completed in 2008 identified gaps and overlaps. The 2010 Department Master Plan Update includes an action strategy to develop a shade plan for the community. Public meetings have been incorporated for each neighborhood park redevelopment process. Entered into Intergovernmental Agreements with several school districts to develop parks and sports fields, such as Kellis and Copper Canyon High School Sports Fields. Sports Fields annual maintenance schedule completed and implemented. Restrooms have been identified in the 2010 Master Plan Update as a priority for improvements. |

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| | <ul style="list-style-type: none"> • courts to monitor the demand. • Evaluate conditions of parks with flood irrigation, and determine cost/benefit to convert to an automatic irrigation system if conditions are deemed unacceptable for programming. • Review Thunderbird Park trails system and determine levels of improvement. • Consider adding an Environmental Learning Center. • Schedule two neighborhood meetings for selected park re-development planning. • Add more sport fields to the inventory and improve current field conditions. • Add automatic irrigation to sports fields that are currently being flood irrigated. • Incorporate xeriscape landscaping principles of any non-programmable spaces in parks to create attractive and low water-use environments. • Establish a water use program to determine inefficient use of irrigation and establish priorities for how and when parks get converted. | <ul style="list-style-type: none"> • City-wide community inventory completed in 2008 to identify gaps and overlaps. The 2010 Master Plan Update included a city-wide community survey to also identify demand. • Updated inventory of park amenities including all plants and develop plan for replanting where applicable. Ongoing task. This process is used for any park improvement project. • Completed the 2006 Thunderbird Conservation Park Master Plan which identifies priorities and estimated costs for improvement that includes trails and an environmental learning facility. • Process is used in all park development. • Added Glendale Youth Sports Complex (five fields) and established annual field maintenance program and operational maintenance standards for all sports fields. Improved and installed perimeter fencing around the large soccer field to control use and protect the turf in Sahuaro Ranch Park. O'Neil Park is currently under renovation through funding from two grants to renovate the sports field area and install a perimeter fence to control use and protect the turf. • Ongoing. O'Neil and Brian Anderson Field have been connected to sprinkler irrigation and O'Neil has had flood irrigation reintroduced back to the park to improve the quality of irrigating large trees and other turf area. • Ongoing. This process has been implemented in all new developments, and is the model used in the existing park renovations. Low water use plants are being used in landscape improvement projects. |
| #6 Consider adding 8 gateways at the major entrances to the city to promote community pride through strategic enhancements and foster economic development opportunities for the city. | <ul style="list-style-type: none"> • Coordinate the review of land acquisition process with Engineering. • Initiate partnering request for development of gateways and identify alternative funding sources that are available. • Identify a method for designating and implementing the gateways. Artist/architect collaborations, design competitions, and local business sponsorships are alternative ways to implement gateway designs. | <ul style="list-style-type: none"> • The gateways became a citywide topic in the years leading up to the Super Bowl. Action was moved to Economic Development and Marketing and Communications. While "Welcome to Glendale" signs were renovated. • Economic Development and the Centerline Project are addressing the completion of the gateways into Historic Downtown Glendale. |
| #7 Create new facilities that offer diverse recreational opportunities. | <ul style="list-style-type: none"> • Consider developing an environmental learning center at Thunderbird Conservation Park. • Consider adding an equestrian facility in the area near the confluence of Skunk Creek and the Arizona Canal. The complex should have safe access to the existing and proposed Bridal Path system and should have boarding opportunities | <ul style="list-style-type: none"> • The Thunderbird Conservation Park Master Plan includes a Ranger/Environmental Learning facility and an outdoor seating space to be used for environmental education. • A specific site for an equestrian staging area was added to the Grand Canal Linear Park Trail system. Bridal trail was installed at 51st Avenue and leads to the Thunderbird Conservation Park trail system. An equestrian staging area is also located in Thunderbird Conservation Park. • Foothills Recreation and Aquatics Center, Glendale Adult Center, and the Glendale Community Center are a multi-generational center offering diverse opportunities for recreation and community socialization. • Rose Lane Pool was renovated to add diverse features. • New playground equipment such as Evos at Sahuaro Ranch offer diverse experiences. • Three dogs parks located at: Sahuaro Ranch Park, Foothills Park and Northern |

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| | | <ul style="list-style-type: none"> Horizon Park are available to the public. Splash pads offer diverse water play at Western Regional Park and Sycamore Grove Parks. Elsie McCarthy Sensory Garden offers a multi-dimensional experience for the visually impaired. Skunk Creek, Thunderbird Paseo and the Grand Canal Linear Parks offer a wide variety of active recreation possibilities including using trails for bike riding, walking or riding horseback, watching wildlife and learning about native vegetation. These linear parks also offer open spaces for active sports or picnicking. The Foothills Skate Court and X-Courts offer action sport opportunities. Paseo Racquet Center, Glen Lakes Golf Course and Desert Mirage Golf Course offer public access to these traditional sports. Glendale Community Center was expanded to include space for the after school youth development program, senior programs and teen center. The Youth Sports Complex offers spaces for youth football and soccer. A partnership with Tolleson Union High School District offered a recreation center on school campus. The center is a catalyst for the Youth Workforce Development Program that offered 4 core programs – Culinary Arts, Sports Medicine, Public Safety and Entertainment/Tourism. Additional trail linkages are in the final design / public input stage for Grand Canal / New River and New River to Northern Avenue. Construction to follow (Summer 2011). The redevelopment of the Sahuaro Ranch Park ball field complex, by sharing outfield space, allowed for two additional lighted rectangular sports fields to be incorporated into the design of the field redevelopment project Various new neighborhood and community parks were improved or constructed. |
| #8 Create two adventure centers for emerging sports targeted to teens and young adults. | <ul style="list-style-type: none"> Make a recommendation for subsidy levels for facilities based on locations, demographic levels and the consumption level of the program. Create a set of acceptable programs as a result of the risk analysis. Develop a business plan for each site. Look at activities that have reached a level of national acceptance and develop guidelines for the appropriate level of service. Involve the City's risk manager on the programming and design team. Develop sponsorship package and target to regional and national sponsors. | <ul style="list-style-type: none"> Centers are budgeted in out-years and a business plan at that time will address subsidy levels. Skate Court Advisory Committee developed to address Foothills Park issues. This type of facility has not been identified in the CIP process. Moved to year 4 in 2003. Do not plan to complete, as adventure centers are not part of CIP process. A Skate Court for skate boarders, and an X-Court for bikers and skateboarders were constructed. Each site includes a proshop/concession building, opened in October 2007 and offers a variety of retail items for sale. |
| #9 Develop four multi-generational recreation centers over the next ten years. | <ul style="list-style-type: none"> Review and update program and staffing policies to increase access to pools. Develop a demographic analysis around each site to project changes, based on target group, in demographic characteristics and needs | <ul style="list-style-type: none"> Foothills includes activity opportunities with indoor racquetball courts and a climbing wall. Others will be addressed as budgeted. The Foothills Recreation and Aquatics opened its doors to the public on September 30, 2006. The center provides a safe place for all to recreate. Glendale Community Center was renovated and expanded in March 2004. The expansion of this neighborhood recreation center allows for seniors, teens, and youth programs as well as neighborhood use for rentals. The summer youth drop in recreation program was moved from Innes School to this center beginning |

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| | <ul style="list-style-type: none"> Develop agreements for public/public, public/private partnerships. Review land acquisition opportunities to the south of Rose Lane Park and develop for park use. Explore acquiring vacant property at areas in Planning Zone 2 and 3 for new multi-generation center. Program each multi-generation center with one specialty activity that other centers do not have. | <ul style="list-style-type: none"> summer of 2007, saving school rental fees. The Glendale Adult Center was completed and opened to the public in July 2003. Besides senior adult programming, the center hosts the city-wide adaptive recreation program and special interest classes. It is also widely used for public rentals. Demographic analysis will take place as projects are budgeted and an in-depth analysis was completed as part of the 2010 Department Master Plan Update. New special interest class instructor contract developed summer 2005. Partner with Peoria Deer Valley HS, and Glendale Elementary School Districts to jointly use facilities. Delete Action. Property purchased by ADOT. A multi-generation center is a planned facility in the Western Area Regional Park master plan. All three multigenerational centers offer specialty programs. |
| #10 Renovate and expand existing recreation centers based on community demographics. | <ul style="list-style-type: none"> Include re-use opportunities in regional center business plan. Prepare facility and site analysis based on neighborhood parks, ADA, infrastructure, and programming. Facilities that isn't expandable and determined to be considered for divestiture that can be evaluated for sale, lease or reuse by P&R. Respond to neighborhood input in programming and design phase. | <ul style="list-style-type: none"> Completed with GCC 05/04, minor renovations at Rose Lane Center that included interior and exterior painting, new signage and fire alarm system updates. O'Neil Recreation Center received external improvements including: paint, trim, resurfacing of planter box and signage. A CDBG Grant was applied for in the fall of 2010 for improvement to the Glendale Community Center. Final notification for funding will be made in July 2011. An Arizona Heritage matching grant helped fund a Building Conditions Assessment of all the historic structures at the Sahuaro Ranch Park Historic Area in 2007. The assessment identified \$385,000 in restoration and stabilization work. Work was completed in 2007-2008 and included new roofing and exterior painting on all key building structures. New flooring, grading and drainage, and a new walkway were completed on the Fruit Packing Shed. Funding for the projects was made possible through Cultural Facility and Preservation of Historic Properties bonds. |
| #11 Create new lighted sports fields and courts. | <ul style="list-style-type: none"> Assess functionality of existing lights. Identify needs assessment of lighted ballfields and sports courts. Prepare needs assessments for programs and market study to determine which markets Glendale wants to be competitive in. | <ul style="list-style-type: none"> Completed Completed Community-wide inventory completed in 2008. Will be reviewed on a periodic basis. |
| #12 Develop a cultural arts and museum division that includes facilities. | <ul style="list-style-type: none"> Review the Cultural Arts Plan with Recreation Programs based on demographics, and build arts components in a majority of classes and programs. Start a dialogue with current not-for-profits to see if there is an opportunity to create a Parks and Recreation advocacy group. If so, move forward with recommendations. Meet with potential partners to assess opportunities to joint plan. | <ul style="list-style-type: none"> Occurring and ongoing - Arts program now with Library. Adult Center permanent & rotating artwork collections. Annual performance at Sahuaro Ranch Park Historic Area of Ballet Under the Stars by Ballet Arizona Hosted an outdoor concert series at Sahuaro Ranch Park Historic Area – Sundays at the Ranch - in Spring 2008 on four weekends. Summer Band program profile heightened. Two annual art exhibits held at Sahuaro Ranch Park Historic Area in partnership with the Glendale Arts Council. The Special Interest Class Division offers programs within the areas of cultural |

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| <p>#13 There is an opportunity to create facilities that are expressed as needed by the community to provide diversity in programs and enhance the quality of life among residents.</p> | <ul style="list-style-type: none"> Add an 18-hole golf course to serve the need to increase golf and serve as a gateway to the southwest part of the community. | <ul style="list-style-type: none"> arts, culinary arts, music and dance. Classes are coordinated to serve children, teens, adults and seniors. The Parks and Recreation Department partners with the Arts and Culture Division to provide art with new parks and facilities, i.e. Foothills Recreation and Aquatics Center with the art price Go, Go, Go by Gordon Huether. Skate Court and X-Court completed with concessions buildings. Splash Pads constructed at regional and community parks and as features in aquatic centers. Glendale Elementary School District schools utilized for after school enrichment programs, expanded programs through two 5-year grant cycles. Tolleson Union High School District utilized for youth workforce development program at Copper Canyon High School. Golf introduced to youth through the Hook a Kid on Golf and 1st Tee Programs. Football program expanded for youth through a HUB grant with NRPA and USA Football. The Glendale Youth Sports Complex completed Disc Golf Course expanded to 18 holes in Thunderbird Paseo Linear Park. Equestrian opportunities expanded with improved trails systems and access points (i.e.: Sunnyside Bridge). Neighborhood Park Development 1/sq mile and will be updated as part of the 2010 Department Master Plan Update. Lighted Marshall Ranch Bridge for improved safety and neighborhood/school patrons' use. Coordination of improvements for neighborhood recreation centers and neighborhood parks through Neighborhood Partnerships Office and CDBG grants Sports fields lighting at Kellis and Copper Canyon High Schools as cooperative agreement. |
| <p>#14 Establish guidelines and performance measures which reflect accountability to the community.</p> | <ul style="list-style-type: none"> Create staff and program guidelines for every program offered over a two-year period. Establish a minimum of three performance measurements for every program area. Train staff on evaluation process. Establish focus groups to develop the guidelines for the program. Price recreation and park services to non-residents based on level of benefit received Price recreation and park services to Glendale residents based on level of benefit received Consider allowing differential pricing to give residents priority. | <ul style="list-style-type: none"> Completed with new Evaluation Tool – Oct 05; business plans are developed annually and include division and department measurable outcomes Completed Oct 05 and updated annually. Completed in 2005. Program planning document developed. Training sessions to be held to ensure consistent use by recreation staff to be completed by June 30, 2006. Completed 6/03 – A fee team has been established and meets on a bi-monthly basis to evaluate and update pricing policy and fees. Completed 6/03 – evaluate on a bi-monthly basis. Implemented differential pricing for sports field allocations, rentals, and programs. Pricing Plan was developed as part of this master plan process and updated as part of the 2010 Department Master Plan process. Operations Plans for all major areas of recreation were developed in 2007, and are updated annually. Program Planning and Evaluation Checklist was developed in 2007, and staff was trained on how to use this document that includes an activity based costing form, expected program outcomes and an identified method to evaluate program effectiveness. An electronic department policies and procedures file was established and is being utilized. |

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| <p>#15 Expand Ranger program to include increased visibility in all city parks provide customer service, park system info and partner with police to provide law enforcement support.</p> | <ul style="list-style-type: none"> Benchmark resources, job responsibilities with other cities to establish acceptable ratios/ Develop hiring strategy and resource management plan. Review volunteer program. Utilize website to recruit volunteer park rangers. Review and update administrative directives to include customer service activities. Review and update field services responsibilities. Include volunteers in responsibilities list. Review the formal orientation program. Develop program for regional training with other agencies. Continue to update the park ranger manual as needed. Update the web site to provide park facilities and park educational information. Explore utilizing more Glendale Police Department training resources. Establish a twice a year ongoing training program. Update trail maps for existing trails and new trails. Create specific handouts for regional site facilities (Thunderbird, Sahuar, etc.). Create informational handout for park ranger and field services staff. Participate in council members' district meetings, and be in uniform. Visit park neighbors door to door, or utilize neighborhood partnership program, visit their meetings, and contribute to neighborhood newsletters. Develop a need assessment for services. Review crime statistics to establish needs. Define most effective transportation mode to solve need. Review district designations to establish needs for hires. Continue to update the park ranger manual as needed. Re-implement Park Watch program for year round schedule and re-install Park Watch signs. Develop outdoor education program and define role of park ranger | <ul style="list-style-type: none"> Site inspections are conducted weekly by park maintenance staff, bi-weekly by maintenance supervisors; quarterly by division deputy and bi-annually by members of the Park and Recreation Commission Advisory Board. Park Maintenance Operations plans were completed for Thunderbird Conservation Park and Sahuar Ranch Park during FY 07-08. Pool Maintenance Operations Plan was completed in FY 07 – 08. Successfully Obtained NRPA Agency Accreditation that requires the department to meet various best business practices that include addressing accountability. Master Plan Update Spring 2011 Development of a Marketing Plan for the Foothills Recreation and Aquatics Center Spring 2011 On-going Cash Handling Audit and Training – Spring 2011 Completed 6-30-04 Completed 7-1-04 Ranger supervisor goal for 06-07. Ranger supervisor goal for 06-07. Completed 2-1-04 with new SOP and ongoing. Completed 2-1-04 with new SOP and ongoing. Added during 06-07. Completed 2-1-04. Completed 6-1-04 and ongoing. Ongoing. Completed 07/03 Completed 2-1-04, ongoing. Completed 6-1-04, ongoing. Planned completion date 08/04. Have information on Sahuar and Thunderbird gathered, just need to do the layout. Project completion date 09/04. Planned completion 09/04. Completed and ongoing participation. Ongoing neighborhood participation and neighborhood park watch presentations. Completed 6-30-04. Under review as of 7-1-04, ongoing through PD CHIPS reports. Completed ongoing reviews through Ranger logs. Completed 6-30-04. Updated as needed, ongoing. Re-implemented 7-1-03, ongoing reviews. A part-time coordinator is needed for the program to continue to expand. Currently limited to Thunderbird Conservation Park with Service Worker/Ranger at Thunderbird Park. Park Ranger Operations Manual Updated May 2008 Park Ranger Training Program has been developed, whereas, varying training opportunities will be offered 7-8 months out of the year including CPR, First Aid, Defensive Driving, and other Police Department Training opportunities. Meetings have been conducted with Glendale Police Department in an effort to provide increased Ranger Training opportunities including the use Pepper Spray and how to de-escalate situations. |

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| # 16 Develop a marketing strategy for each program area to target all age segments of the population. | <ul style="list-style-type: none"> Promote the use of touch-tone technology for registration. Evaluate expansion of Internet services for registration and park information distribution. None Select and prioritize four programs to determine market position and identify gaps in the market for those programs. Identify all service providers in the City and area by program group. Develop target promotional pieces to influence and retain the City market positions Create a park marketing plan for each program area, facility, and department as a whole. Increase public awareness of the services provided. | <ul style="list-style-type: none"> Touch-tone dropped due to limited use and high maintenance cost (May 04). Internet registration began in 2008. Will need to discuss what four programs to focus on. Possibly youth BB/SB and youth soccer. Will need to discuss what four programs to focus on. Possibly youth BB/SB and youth soccer. A facility provider inventory has been completed as part of the Foothills Recreation & Aquatic Center Business Plan. Market analyses completed on a regular basis. Community-wide inventory completed in 2008 that identified gaps and overlaps in services. On-going for all programs, facilities, and the department. This item will be completed with the marketing plan recommendations for each program, facility, and department above. Increased the availability of information on the internet with pages that focus on specific services, facilities, programs and parks. Utilizing Constant Contact Internet program utilized by the Parks and Recreation Department - eBuzz electronic newsletter that can email to target market audiences within the community to keep them aware of new programs, services and department updates. |
| #17 Emphasize program services targeted towards grade school children, teens, families, seniors and special population groups. | <ul style="list-style-type: none"> City establishes its market position first. Identify existing programs that have outgrown the facility. Recommend adding "facility . . . or are no longer relevant. Review with partners the guidelines for the experience and seek to develop more facilities to serve the programs. Benchmark against other providers in the Valley. Network with service providers to develop comprehensive list of potential leaders for an advocacy group. Analyze current core programs and develop opportunities to add family components where there is a need. Gaps are communicated. The direction and decision made to go after the market or not is based on levels of cost recovery expectations. Establish on a program-by-program basis the recommendations to meet the unmet needs and match dollars to guidelines. Open new facilities to meet the demand. Match facilities to program needs. Balance number of participants to decrease over programming of facilities. | <ul style="list-style-type: none"> Annually Department Marketing Plan developed annually as part of the NRPA Agency Accreditation requirement. Move establishment of program-by-program recommendations to July 30, 2005. Opened Adult Center, Foothills Recreation and Aquatic Center. Glendale Community Center expanded to accommodate additional programs and participants. Two additional a.m. /p m. programs were opened in 2004. Recommendation of additional facilities needed timeline is December 2008. Done, updates are ongoing. The Glendale Community Center, Rose Lane and O'Neil Community Centers and Foothills Recreation and Aquatics Center provide a safe, supervised haven for teens seven days a week. Adaptive Programs Citizen Advisory Committee formed September, 2007. Provides input on adaptive programming efforts. Maintains partnership with City of Peoria in cooperative adaptive programming. The department offers the Glendale Elementary School District Flag Football program which included 31 teams. Ten of the teams were comprised of "all girls" making it one of the largest girls youth football programs in the state. Established a Youth Workforce Development Program at Copper Canyon High School. Glendale youth took part in the Marcel Shipp Mini Camp which took place at the Northern Arizona University Sky Dome in Flagstaff, Arizona. The activity was made possible by additional funding obtained from the National Recreation and Park Association and USA Football. The city was able to provide more than 200 youth the opportunity to attend Arizona Cardinal Football games from tickets donated by the Cardinals organization. A youth football academy tour is offered to 14 after school sites at no cost to the |

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| | | <ul style="list-style-type: none"> participants. The program gave children the opportunity to learn basic football related skills and components of the game. The sports division offered a youth soccer league that was played at the Bonsall Park In-Line Hockey Rink. The aquatics division re-introduced synchronized swimming and water polo to its summer schedule. The aquatics division offers new programs to area residents that include kayaking, snorkeling and discover scuba classes. Youth ages 11-15 are given the opportunity to become involved in the Junior Lifeguard Program. Many of these students go on to become employed as lifeguards at aquatic facilities throughout the valley. Contracted with Action Park Alliance (APA) on October 2007 to operate two proshop/concession buildings (one @ the Sk8 Court & one @ the X-Court). In addition the contract calls for a schedule of ongoing lessons, classes, clinics and events. Expanded programs and events at the Sahuaro Ranch Park Historic Area in 07-08 targeting children and families. New programs/events included Holiday at the Ranch, Adventures in History Summer Camp, Farm Education Days and Day at the Ranch Spring Break. |
| <p>#18 Promote G.R.A.S.P. as a city-wide youth development program in collaboration with other service providers.</p> | <ul style="list-style-type: none"> Train staff in developing youth program guidelines in program categories and the evaluation of program lifetime. Work with staff to develop an evaluation process to determine the social well being of youth. Identify a process to incorporate a set of core programs to be introduced into the G.R.A.S.P. program. Identify several markets to test and evaluate the benefits received and outcomes. Train staff in the evaluation process. Develop the same process for all other programs and benefits declared. Identify the baseline levels of youth crime, gang levels, dropout rates, and physical fitness levels to measure the improvement of social ills. Create a youth development program model throughout the city. Ensure all staff is properly certified. Change to ensure staff has necessary YDT core competencies. Incorporate the sections of the community and coordinate with the schools to develop the sites. Evaluate with the parents, kids, and school officials of G.R.A.S.P. their expectations for the program. Establish a benchmark analysis of pay elasticity for part-time position and ranges for all positions. Keep coalition of other departments working with the Parks and Recreation Department. Get all partners to agree that the impacts are correct. | <ul style="list-style-type: none"> The Youth Development Training brochure has been completed. Training program outline is completed. Implementation scheduled for September 2004. Program lifetime evaluation scheduled for June 2006. Ongoing. The Youth program evaluation model research is complete. Department-wide youth program evaluation model to be created June 2006. Ongoing. The Youth Development Training brochures was completed and used to introduce concepts to other groups. Completed. Use the Glendale Community Center and Burton as the initial testing sites. Initial pretest scheduled for June 2005 and post test for July 2005. Not completed due to staff turnover. Move tests to June and July 2006. This recommendation is scheduled for May 2005. Initial training completed. Ongoing. Create benefits based model and apply, scheduled for June 2005. Model completed. Recommendation to create collaboration efforts scheduled for June 2006. The Youth Development Team brochure was created in the fall 2001. Completed. Certification will follow training scheduled for December 2004. Certificates were issued during department staff training in 2004. City staff collaborated with school officials to develop five ADHS licensed, fee-based programs. These programs better fit their community needs. Additional GRASP sites have been added through the Glendale Enrichment Opportunities (GEO) program. Creation of evaluation tool by December 2006. Benchmark analysis of part-time pay was completed in September 2002. A two-range pay level was developed. Pay scale is evaluated on regular basis. Our coalition effort is ongoing with Police, Fire, and Library. Completed training classes in Fall 2007-Spring 2008. M & I Bank provided funding for a lifeguard incentive program in the cities aquatics area. New lifeguards hired by the department were reimbursed for a |

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| | | <p>portion of their Red Cross Lifeguard Certification fees.</p> <ul style="list-style-type: none"> Land-O-Frost provided additional funding in the amount of \$2,800 for additional youth sports team funding. Blue Cross and Blue Shield donated 4 Automated External Defibrillators to the citywide aquatics program at an estimated value of \$1,700 per unit. Additional funding was acquired from the National Recreation and Park Association and USA Football to enable the department to offer additional youth football related activities to area residents. As a direct result, the Glendale Elementary School District Flag Football League and the Glendale Recreation after School Program Youth Football Academy Tour was created. Southwest Ambulance donated 1 Automated External Defibrillator and provided 2 additional units at a reduced cost to assist with the safety of patrons utilizing aquatic facilities located in Glendale. Through the 21st Century Grant, the City of Glendale Parks and Recreation Department in partnership with the Glendale Elementary School District offers the G.E.O (Glendale Enrichment Opportunities) After-School Program at five schools. The G.E.O program grant will assist with funding at Desert Garden, Desert Spirit, Discovery, BiCi North, and Harold Smith. The grant provides funding of \$125,000 per school year (\$25,000 per school) to offset staff salaries. The city will continue to collaborate with Glendale Schools to provide the G.E.O program for the next five years. Developed a Youth Development Training Academy for all Youth and Teen Division temporary and full time staff. Youth Development programs that develop life skills in a safe and positive environment. Core programs include physical fitness, sports, special events, performing arts, educational enrichment activities, cultural awareness and special interest classes. Created a youth workforce development after school program at Copper Canyon High School in school year 2005-2006. Creation of Heart of Glendale Committee was established in January of 2006 to address the needs of the community, departments included: Code Compliance, Library, Housing, Community Partnerships, Council Office and Parks and Recreation. The Youth and Teen Division continues to partner with schools and local organizations to provide youth recreational opportunities. |
| #19 Enhance and improve existing, while establishing new partnerships with other service providers. | <ul style="list-style-type: none"> Identify potential partners by category (public, private/not for profit, and private) and identify why they would want to partner with the city. Establish the value of resources that the city can offer. Develop working agreements with existing partners and measure current equity levels. Work with partners to achieve equitable status. Continue to sell benefits of recreation. Review and assess amount of City contribution to school districts in an effort to gain equitable partnering relationship. Incorporating Hansen Program, GIS, and new irrigation technology. | <ul style="list-style-type: none"> Identified partners i.e. NRPA, Hearts ,N Park, USA Football. Additional partner identification ongoing. Tangible asset inventory completed and ongoing. New IGA's with PUSD and TUSD call for annual planning between the City and Districts. As old IGA's are renewed, this model will be incorporated. IGAs to be reviewed in 05/06. Desert Valley modified in 05. Benefits Based Recreation Programming training conducted Nov 05. New participant questionnaire includes benefit survey. IGA' reviewed and updated as needed annually. The staff at the Sahuaro Ranch Park Historic Area worked closely with several community organizations to discuss partnership opportunities. The goal was to work collaboratively as much as possible to enhance the facilities and programs offered at this special historic property. Organizations include: The Arizona |

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| | | <p>Early Day Gas Engine and Tractor Association, Glendale Arts Council, Arizona Agriculture Day Planning Committee, Glendale Historical Society, Glendale 20/30 Club, Ballet Arizona, Arizona Artists Blacksmith Association, and ASU West.</p> <ul style="list-style-type: none"> National Indian Council on Aging workers placed at Glendale Community Center to assist with front desk operations. Maricopa County Producing Leaders of Tomorrow Program (PLOT) and Arizona Call-a-teen Youth resources provide a curriculum of job readiness classes and also provide paid internship employment opportunities for teens in our recreation sites. Received funding in November of 2007 for three years from the Gila River Indian Community Grant in the amount of \$120,000 to assist in funding the Copper Canyon Youth Work Development Program. The National Indian Council on Aging (NICOA) we will utilize two senior trainees to administer front desk duties at the community center. Each NICOA employee works 20 hours per week and saves the Glendale Community Center's budget a total of \$14,140. Through the 21st Century Grant, the City of Glendale Parks and Recreation Department in partnership with the Glendale Elementary School District offers the G.E.O (Glendale Enrichment Opportunities) After-School Program at five schools. The G.E.O program grant will assist with funding at Desert Garden, Desert Spirit, Discovery, BiCi North, and Harold Smith. The grant provides funding of \$125,000 per school year (\$25,000 per school) to offset staff salaries. |
| <p>#20 Create a clear vision between all school districts and the city regarding how facilities and programs will be developed and how each party can gain equitable access for the level of investment made.</p> | <ul style="list-style-type: none"> Create a vision session for each school district to meet with city officials on creating a common vision and goal for recreation uses of city and School District facilities. Track direct and indirect costs for all hours of use by type of facilities by both partners. Create an equity study of the balance of facility use. Track maintenance damage. Create joint planning for each renovated or new City and School District recreation facility. Review and update IGA for each agreement in place. Update the recreational performance measures of each agreement. | <ul style="list-style-type: none"> Ongoing with Glendale, Peoria, Tolleson and Pendergast. Will continue working with all school districts. Completed & ongoing. Strategic planning sessions have been held with GESD, PUSD, Pendergast and Tolleson. Costs are currently filed when provided by program coordinators. Nothing done on tracking direct and indirect costs. <i>Ongoing. Addressed through IGA's as joint use opportunities.</i> Completed 2004 (GESD). Completed 2005 (PESD, PUSD, TUSD). Will work with other departments to determine feasibility. Established an agreement with Kellis High School for shared use of lighted ballfields. Ongoing relationship with Cooper Canyon High School offering a teen program on their campus. Program ended in 2009. Working with the Boys and Girls Club and the Glendale Elementary School District for use of a club located on the campus of Smith School. |
| <p>#21 Create grants, alliances, partnerships and sponsorship functions to consolidate and coordinate efforts in the department to create more revenue.</p> | <ul style="list-style-type: none"> List all potential partners who create a match for the city. Rank each sponsor in a category. Create a clearinghouse process with the marketing division of the city to present proposals in a consistent format. Develop sponsorship activities to create one evening to market sponsors. Establish partners to underwrite staff training to improve on working with partners. Launch foundations that can help facilitate new or renovation projects. | <ul style="list-style-type: none"> Database of sponsors continue to be updated. Also, included in Department Annual Report. Marketing tools developed include a Program/Support Overview brochure, publicity postcards, and a website. Special Events staff piloted a number of new fundraising efforts including developing sponsor packets, creating guidelines for in-kind support, targeted day of sales at events (e.g. souvenir items), and multi-event customized sponsorship proposals. Trained staff in general fundraising principals and practices. Goal is |

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| | <ul style="list-style-type: none"> Establish work policy for staff on how to work jointly with partners. Identify existing and potential partners. With existing partners, demonstrate equity in land and facility use. Train staff to leverage investments. Establish working agreement format for staff to negotiate agreements/track equity levels. Establish levels of partnership agreements. Establish criteria for meeting a flow chart of "yes" responses (from ethics committee reviewing GAPS plan for city on seeking outside-earned income). Set date to meet and establish process to partnerships and sponsorship for their review. Meet with other business leaders and individuals on the feasibility of starting a foundation to help facilitate new or renovation projects. Benchmark other successful foundations in the metropolitan area and evaluate whether the city should develop a parks foundation. | <ul style="list-style-type: none"> to expand these efforts department wide in fiscal 2009-2010. Completed a department wide review of the Youth Scholarship Program and developed new policies and procedures with target implementation in January 2009. An additional goal to identify and develop new opportunities to raise awareness and funds for the program is targeted in fiscal 2010-2011. A department Policy & Procedure for Partnerships was created in 2007. CSG Alternative Funding Team continues to develop strategies for obtaining additional alternative funding. Alternative Funding has been identified as a priority in the 2010 Department Master Plan Update. |
| #22 Develop a hiring and training strategy plan based on levels of maintenance guidelines and program services and resources to exceed customer expectations. | <ul style="list-style-type: none"> Document and publish the requirement that licenses need to be on city or contractor personnel during work hours. Potential contractors and new employees must provide proof of license and be subject to review every six months. Verify conformance at six-month staff evaluation period. Clarify required certifications and licenses in department job descriptions. Develop handout with park facts including fee schedules, park hours, department philosophy and specific items for all Park Rangers and Field Staff. Should be bilingual. Review and update job task descriptions through a complete task analysis. Create an evaluation process for staff for each maintenance classification. Create and publish job descriptions and department expectations for staff to understand what is required to advance their careers. Evaluate continuing education/training needs at six-month review intervals. Develop promotion program for employees who gain from continuing education opportunities. Provide an orientation program customized to specific job classifications. | <ul style="list-style-type: none"> New landscape maintenance contract requires contractor's staff to have required certification in their possession. Department employee's certification reviewed on an annual basis. Current job descriptions clarify required certification and licenses. 04/05. New hire handouts vary by department. <i>Is this the orientation manual that was developed for PT staff?</i> Completed 9/05. Ongoing Ongoing Each employee's goals for 05/06-performance evaluations address their continuing education/training needs. Employee performance goals continue to reflect the need to address continuing education and training programs, including the city sponsored Glendale Leadership Academy for both non-supervisory and supervisory level staff. Internal review of landscape and restroom maintenance contracts conducted in FY07-08 and FY 08-09, resulted in enhanced processes of documentation and adherence to standards. Ongoing- staff meetings include training and professional development. |
| #23 Utilize currently available technologies and explore new to promote preventive maintenance efficiencies. | <ul style="list-style-type: none"> Require post-training follow-up with staff through the development of technical papers, or brown bag training sessions to distribute information to staff. Create quarterly program of in-house training and information sharing. Review current technologies within city system. Develop an annual review of design guidelines and replacement designations for current technology opportunities. | <ul style="list-style-type: none"> Training incorporated into quarterly maintenance staff meetings. Maintenance staff attends APRA educational sessions and annual conference. Staff reports on training following conferences and seminars in staff meetings. Syllabus developed for year-round diverse program of in-house training. Work unit safety trainings and operational training are held on a regular basis and at least quarterly. Incorporated Hansen Program, GIS, and new irrigation technology. Annual Performance Goals for each Manager require they provide training opportunities for each staff member throughout the fiscal year. Each employee is required to attend specific training depending on their work assignment. |
| #24 Position Parks and Recreation within the city structure to where it | <ul style="list-style-type: none"> Evaluate what other departmental service providers may be duplicating | <ul style="list-style-type: none"> Completed community-wide service inventory in 2008 to identify gaps and |

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| has the best opportunity to succeed. | <p>with City Parks and Recreation (juvenile department, transportation, neighborhood commissions, etc.). Identify how each department will work closer together.</p> <ul style="list-style-type: none"> • Evaluate other departments' willingness to partner with P&R. • Identify which department is in a better position to provide services. • Prepare and inventory of services. • Propose to have district offices program space included in future community centers. • Identify resources that can be shared with other Community Services Departments, and clarify value of inventory of those services. | <ul style="list-style-type: none"> • overlaps of services provided to the community. • Successfully obtained NRPA National Agency Accreditation and met 100 of the best practice standards. Department recognized by City Council in 2009. • In partnerships with other departments, jointly offer programs and events to the community, such as the Bike Festival, Water Safety and the Green Festival. • Began Community Services Group hybrid committees to evaluate similar services provided by each department within the CSG group discuss and create goals on sharing of resources, outreach opportunities, marketing, fundraising and more. • N/A – districts eliminated in reorganization. • The 2010 Master Plan Update process included extensive analysis of services provided to the community. |